

JOHNS
HOPKINS
CAREY
BUSINESS SCHOOL

Graduate Programs



“We are creating a business school that will be among the best in the world and the best *for* the world.”

–Yash Gupta, Inaugural Dean
The Johns Hopkins Carey Business School



Powered by an integrated approach to teaching, research, and mentoring, the Johns Hopkins Carey Business School opens the doors of opportunity to those compelled to make a difference.



A business school with a mission

Business as usual no longer applies

The challenges of the new century demand new approaches—insightful, creative, innovative solutions, driven by ethical and entrepreneurial leaders who seek to add value both to their communities and to the quarterly balance sheet. At the

Johns Hopkins Carey Business School, we believe the two are not mutually exclusive.

We seek to transform business education through an integrated and interdisciplinary approach to instruction and research—a model that is closely calibrated with the mission of The Johns Hopkins University.

Carey Business School students are encouraged to explore business across academic boundaries, to better understand the impact of today's global issues on business practices regionally, nationally, and internationally. Our programs weave finance, marketing, and other business school essentials into a curriculum that bears the

distinctive stamp of the Johns Hopkins character. Because business as usual no longer applies, because institutions large and small constantly face new challenges, the Carey Business School offers a new approach to business education—innovative, humanistic, entrepreneurial, optimistic, transformative.

“Johns Hopkins has an important role to play in creating a healthier society. We are the birthplace of the modern research university and home to many innovations and discoveries. Breaking the mold is part of our heritage. Expanding the map is in our genes.”

–Yash Gupta, Inaugural Dean

Transformative leadership

Since its founding in 1876 as the first research university in the United States, Johns Hopkins has produced gifted and transformative leaders in

every sphere of human endeavor. Thirty-four Nobel Prize winners have been affiliated with the university, including a United States president. Nine members of the Johns Hopkins faculty have received MacArthur Fellowships,

the so-called “genius grants.” Students in the Johns Hopkins Carey Business School are part of the university’s tradition of bold creativity and visionary leadership, a tradition that has benefitted the world for more than 130 years.

Johns Hopkins University reaches into nearly every corner of the globe.



▼ Woodrow Wilson, 28th President, United States

Ben Carson, neurosurgeon ▼



▲ Jody Williams, Nobel Peace Prize, 1997

Carol Greider, Nobel Prize in Physiology, 2009 ▲

Peter Agre

Shared the 2003 Nobel Prize in Chemistry; MD, School of Medicine, 1974

William Foxwell Albright

Scholar in Semitics and Near Eastern Studies, authenticator of the Dead Sea Scrolls; PhD, School of Arts and Sciences, 1916

Virginia Apgar

Developed Apgar score used to assess the health of newborns; MPH, School of Public Health, 1959

John Barth

Novelist; MA, School of Arts and Sciences, 1952

Wolf Blitzer

Television journalist, CNN anchor; MA, School of Advanced International Studies, 1972

Michael Bloomberg

Founder of Bloomberg L.P., 108th mayor of New York; BS, School of Engineering, 1964

Ben Carson

Neurosurgeon at Johns Hopkins Hospital, recipient of Presidential Medal of Freedom in 2008

Rachel Carson

Biologist, ecologist, author; MA, School of Arts and Sciences, 1932

Denton Cooley

Cardiac surgeon, pioneer in heart transplantation; MD, School of Medicine, 1944

John Dewey

Philosopher, social critic, and educator; PhD, School of Arts and Sciences, 1884

Louise Erdrich

Author; MA, School of Arts and Sciences, 1970

Carol Greider

Molecular biologist at Johns Hopkins University, winner of 2009 Nobel Prize in Physiology or Medicine

D.A. Henderson

Led World Health Organization effort that eradicated smallpox; MPH, School of Public Health, 1960

James McPherson

Pulitzer Prize-winning historian and author; PhD, School of Arts and Sciences, 1963

Merton Miller

Economist, winner of the 1990 Nobel Prize in Economics; PhD, School of Arts and Sciences, 1952

Andre Watts

Concert pianist; Artist Diploma, Peabody Institute, 1972

John Wheeler

Physicist who helped develop the theory of nuclear fission, coined the term “black hole”; BS, School of Engineering, 1931; PhD, School of Arts and Sciences, 1933

Jody Williams

Activist against land mines, winner of the 1997 Nobel Peace Prize; MA, School of Advanced International Studies, 1984

Woodrow Wilson

28th president of the United States, winner of the 1919 Nobel Peace Prize; PhD, School of Arts and Sciences, 1886

Abel Wolman

Inventor of modern techniques in water treatment; BA, School of Arts and Sciences, 1913; BS, School of Engineering, 1915

Doorway to the world

From Baltimore to Barcelona to Beijing, there is only one Johns Hopkins University.

Johns Hopkins has reached into nearly every corner of the globe—from international student exchanges to research initiatives in dozens of countries around the world. Ten percent of the student body at Johns Hopkins is international, and several hundred university faculty members and scholars

hail from non-U.S. nations. More than 165,000 alumni live and work across the globe.

Since 1876, Johns Hopkins University has encouraged faculty and students to think imaginatively and act globally. From discovering basic vitamins in the early 1900s, to creating a graduate-level international relations campus in Bologna, Italy, just 10 years after the end of World War II, to conducting research and training programs on every continent, Johns

Hopkins has embraced the world in an unrelenting quest to learn and discover.

The Johns Hopkins Space Science Telescope Institute implements the Hubble telescope program, the university’s Applied Physics Laboratory is engaged in the New Horizons mission to Pluto, and at the School of Medicine the recent work of neurosurgeon Fred Lenz has refined methods for using deep brain stimulation in the treatment of Parkinson’s disease patients.

By its tradition of leadership in education, research, service, and patient care, Johns Hopkins University holds an honored place among the world’s greatest institutions of higher learning. From its earliest days, it has had a global presence that few universities can equal.

For Carey Business School students, as for all students at the university, entering the gates of Johns Hopkins is like opening a doorway to the world.



Nexus of influence

Study business at a university located in the political heart of the world.



Study in a region teeming with history, culture, and personality. Four campus locations in the Baltimore/Washington, D.C., corridor offer students the opportunity to enjoy distinctive cultures that enrich their educational experience and networking opportunities—and the convenience of taking classes near home and work.

Choose to take classes in Baltimore, and explore its rich past and a future loaded with promise. Stroll along the

Baltimore waterfront near Fort McHenry, and imagine the flash and thunder of the battle that inspired Francis Scott Key to write “The Star-Spangled Banner.”

Transforming itself from a manufacturing center to a hub of high-tech research and development, Baltimore boasts a renewed vitality—reflected in part by major revitalization projects throughout town, and by the growth of vibrant harbor-side communities where many

young professionals live, work, and socialize. A recent report by the American Institute of Economic Research ranked Baltimore seventh among the best major U.S. cities in which to attend college.

Or attend classes in Washington, D.C.—a powerhouse of national and international influence that adds a rich dimension to the student experience. Study at the center of political debate and policy-making around such critical

issues as global trade, health care reform, and scientific discovery. High-touch, individualized programs offer students the opportunity to take full advantage of this strategic nexus of influence.

Classes are also offered at the Montgomery County Campus in Rockville, Maryland, conveniently located off the I-270 corridor; and the Columbia Center, adjacent to I-95 and midway between Baltimore and Washington, D.C.



Selective Specialization

M₁ M₂

P₁

P₂

“... The world needs people with broad apertures through which they can apply a business knowledge base. The Carey Business School is ahead of the pack.”

—Russell E. Palmer
Former Dean of The Wharton School of the University of Pennsylvania

Faculty who inspire

At the Johns Hopkins Carey Business School, the task of creating future business leaders belongs to a world-class faculty that appreciates the need for innovative business solutions to the challenges faced by today's corporate, nonprofit, and public sector entities.

Instruction and scholarship at the Carey Business School break the mold because they draw on the talent and expertise found throughout the divisions of Johns Hopkins, the oldest research university in the United States. The result is a business school experience

that is interdisciplinary and state-of-the-art, made possible because of a faculty of unusually broad background, drawn from the full spectrum of business disciplines.

Meet a few of our faculty

Ravi Aron

An expert in information technology and global supply chain strategy, Ravi Aron has made a particular study of the ways that operational quality affects the delivery of medical services. His understanding of what he calls “the global supply chain of health care” exemplifies the school's commitment to the application of business knowledge to crucial issues that affect all societies. Before arriving at the Johns Hopkins Carey Business School, Aron taught at the Wharton School and the Marshall School of Business at the University of Southern California. The holder of a doctorate in Information Systems from New York University's Stern School of Business, Aron has received multiple honors throughout his career for excellence in teaching and research, including the Alfred P. Sloan Foundation Industry Studies Fellowship Award for 2008.

Ravi Aron



Bonnie Robeson

An intimate understanding of the burgeoning life sciences field and the evolving business strategies to guide its discoveries to market is what Bonnie Robeson brings to the Carey Business School. With an expertise in the area of entrepreneurship in biotechnology, Robeson earned her doctorate in Nutritional Biochemistry from West Virginia University. A member of the Johns Hopkins faculty since 1989, Robeson is a past winner of a Johns Hopkins “Excellence in Teaching” Award. She has also taught at the University of Southern California Washington Center for Public Affairs, and is the founder of Spectrum BioScience Inc., a logistical compound management company with contracts with major pharmaceutical and biotechnology companies in North America and Europe. Prior to joining the Carey Business School, Robeson was director of North American Operations for BioSpecs BV, a Dutch chemistry research and drug discovery company.

Bonnie Robeson



Blair Johnson

Importing lessons learned from the hands-on challenges and achievements of a successful business career, Blair Johnson joined the Johns Hopkins Carey Business School in 2008. The holder of a Johns Hopkins MBA, he brings expertise in the areas of entrepreneurship, strategic marketing and mergers, and acquisitions. Johnson's teaching interests also include marketing management and marketing strategy, strategic planning, and corporate valuation. He is the recipient of the GE President's Award and a four-time recipient of the GE Award of Excellence. Johnson also holds a joint appointment with the Johns Hopkins School of Nursing and is on the National Faculty of the Robert Wood Johnson Foundation Executive Nurse Fellows Program.

Blair Johnson



Michael Kubik

Michael Kubik

A senior investment analyst in the Third Party Distribution division of T. Rowe Price and an assistant vice president with T. Rowe Price Investment Services, Mike Kubik's areas of research interest include the construction of asset allocation models used by financial intermediaries, portfolio risk management, financial adviser behavior, global higher education, and project-based learning. The Chartered Financial Analyst (CFA), whose teaching abilities have also been recognized with a Johns Hopkins “Excellence in Teaching” Award, currently teaches Finance and Capital Markets, and Investments. Recently, Kubik initiated a relationship between Fundacao Dom Cabral, a leading global business school in Brazil, and the Carey Business School, designed to promote and develop collaborative project-based learning programs.

David Harper

David Harper

With an extensive background in business and information systems management, David Harper credits his tenure as a managing consultant at Price Waterhouse with developing his expertise in business operations in both the public and private sectors. A deputy program manager for the Johns Hopkins Applied Physics Laboratory, Harper joined APL in 1993. For the past 16 years, Harper, who holds a doctorate from George Washington University, has instructed business students in information technology at both the graduate and undergraduate levels. In recognition of his outstanding teaching talents, Harper was selected as one of Johns Hopkins' top information technology teachers of the year.



Fred Katz

Fred Katz

After 25 years of owning and building his own food distribution business, Fred Katz, who describes himself as a “true entrepreneur,” decided to pursue his love of teaching. Along the way, he has maintained and strengthened his consulting ties with major consumer product corporations such as Coca-Cola, Procter & Gamble, ConAgra, Keebler, and Nabisco, with areas of expertise that include retail food sales, product distribution technology, and marketing, as well as the intricacies of successfully operating a family business. His 31 years of teaching both graduate and undergraduate business students have included almost a decade at Johns Hopkins, currently in the areas of competitive strategy, marketing, and entrepreneurship. In 2009, Katz received a Johns Hopkins “Excellence in Teaching” Award for his efforts.



Learning that breaks the mold

Designed to fit the schedules of 21st century learners, the programs of the Johns Hopkins Carey Business School not only broaden your knowledge but set the stage for your strengths to be recognized and nurtured. We help you understand who you are as an individual and how you can contribute effectively as a business professional to your organization and to your community.

Comprehensive MBA programs that address the demands and diversity of today's marketplace

Famed for its pioneering research, independent thinking, and innovative approaches to society's most pressing challenges, Johns Hopkins has brought the same philosophy to bear on reshaping business education. The result is a complete spectrum of programs both original in thought and rich in content; emphasizing sustainability, ethics, and best business practices; tapping world-renowned experts throughout the university; and targeted to today's and tomorrow's most promising fields and careers.

Weekend MBA

Be prepared to be challenged. The flagship program of the Carey Business School is now accessible in a format designed to accommodate the demanding time requirements of busy professionals. The Weekend MBA starts by providing students with an extensive, interdisciplinary grounding in business fundamentals, then challenges them to apply that learning through a series of transformative, collaborative experiences that put ideas and inspirations to the test.

The Innovation for Humanity Project, international in location and experiential in scope, builds innovative business skills through hands-on projects in developing markets across the globe. The Discovery to Market Project addresses the issues involved in transforming an invention, therapy, or service into a successful commercial commodity. In the best Johns Hopkins tradition, Thought and Discourse Seminars encourage intellectual inquiry and debate through interactive and challenging presentations delivered by leaders in business and public policy who actively solicit student opinions and viewpoints. The Weekend MBA reinvents the traditional business degree in shaping the leaders, and the world, of tomorrow.

Flexible MBA

The leadership challenges of tomorrow demand an MBA program that is distinctive, innovative, entrepreneurial, and inspirational—today.

The Flexible MBA program retools the classic business degree based on the Johns Hopkins renowned reputation for critical thinking, innovation, and leadership, then offers it at times and locations convenient to today's adult student.

The leading-edge curriculum, taught by industry leaders and Hopkins experts, incorporates core and fundamental business courses in critical areas such as finance, marketing, international business, ethics, and information systems. Program graduates are prepared to compete for top positions in the financial, industrial, scientific, health care, technology, nonprofit, and public service sectors.

MBA in Organization Development

The global demand for consulting and development services is expected to explode in the 21st century as businesses seek new, more effective, and targeted ways to mentor, train, manage, and reward their workforces. The MBA in Organization Development prepares students to successfully direct organizational change in increasingly complex business environments. The intensive program of study features three supervised consulting projects that incorporate classroom learning and challenging field work.

Program graduates possess the broad range of skills essential for effective, ethical guidance of individuals, groups, communities, and nations.

MBA in Medical Services Management

The MBA in Medical Services Management exemplifies the interdisciplinary character and transformative mission of the Johns Hopkins Carey Business School.

This distinctive program, administered jointly with the world-renowned Johns Hopkins School of Medicine, is designed for experienced medical professionals who seek the business knowledge necessary to help them understand, analyze, and guide complex medical-delivery systems, including the growth and expansion of individual practices, partnerships, and major medical centers.

Students include physicians, nurses, other clinicians, senior health care administrators, and medical practice managers. They learn to manage medical organizations and acquire the essentials of entrepreneurship, ranging from launching a medically-related business to developing strategies for business growth.



Innovative dual-degree MBA programs that apply advanced business skills to diverse disciplines

MBA/MS in Nursing

This degree addresses the professional challenges facing nurses in expanding management roles within the complex world of integrated health services.

Offered jointly with the Johns Hopkins School of Nursing, the program addresses the theory and practice of sound business principles, the organization of care delivery, and the clinical and financial outcomes of care. Graduates gain the tools to manage and influence patient care, clinical processes, and outcomes.

MBA/MS in Biotechnology

Johns Hopkins offers one of the nation's first graduate dual-degree programs in biotechnology and business, allowing students to master areas such as biochemistry, biostatistics, and bioinformatics while developing critical business skills in disciplines such as accounting, finance, negotiation, and regulatory and legal matters.

Students emerge from the program—offered jointly with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences—possessing the expertise and the confidence to become innovative managers in the biotechnology field.

MBA/MA in Government

Administered with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences, this distinctive degree prepares managers to move between the public and private sectors, or work for agencies that span the two, by combining the public sector management strengths of the MA in Government with the private sector business savvy of the MBA.

Students advance their knowledge in government and politics, ethics, global economics, financial theory, and management, with the option of choosing a concentration in homeland security, political communication, or law and justice.

MBA/MA in Communication

This dual degree develops students' managerial acumen and their expertise as communicators. Administered with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences, the program prepares students for leadership roles in a range of areas—public and media relations, advertising, crisis communication, risk communication, and organization development.

The program educates students in the use of new industry tools to build constructive relationships with media organizations and other clients, and to promote and protect a company's brand.



Businesses today seek agile and creative leaders, nimble in thought and confident in purpose, visionaries who possess the knowledge and experience to develop novel solutions to society's most pressing problems. These leaders of tomorrow are the Johns Hopkins Carey Business School students of today.

Intensive Master of Science programs that target specific growth industries

These specialized courses of study balance a thorough grounding in fundamental business theory and practice with an intensive immersion in some of the fastest-growing disciplines and career paths. Students learn from industry experts. Graduates possess the tools—along with the context—to tackle industry challenges immediately, bringing added value to today's positions and tomorrow's career opportunities.

MS in Finance

The Master of Science in Finance is a rigorous, quantitative program that prepares students interested in careers in financial analysis, financial management, and financial regulation to use cutting-edge technology, financial methodologies, and financial modeling to analyze complex problems in a global context.

While students are thoroughly grounded in the essential elements of finance, the curriculum also emphasizes the need for creativity, critical thinking, and ethical behavior, exploring concepts such as responsible investing, ethical leadership, and the role of finance in improving people's lives.

MS in Marketing

One of the few graduate marketing programs in the nation, the Master of Science in Marketing prepares students to be marketing leaders in product or service businesses, nonprofit organizations, or government agencies. The program incorporates the latest strategies and technologies, providing a thorough foundation in marketing theory, analysis, and practical applications.

Students build on this foundation by selecting a concentration in strategic marketing, marketing communication and promotion, or marketing management.

MS in Information Systems

The Master of Science in Information Systems is designed for IS professionals who aspire to managerial or product development roles. It also serves professionals from other fields who want to upgrade their knowledge of technology to remain competitive throughout their careers.

The program provides students with the foundation and skills to become change agents in rapidly evolving technological environments and imparts techniques and methodologies that allow students to plan, develop, implement, and manage integrated information and telecommunication systems throughout organizations.

MS in Real Estate

The Edward St. John Real Estate Program (part-time option) is designed for mid-career professionals advancing to the next level. The program provides a comprehensive understanding of real estate investment,

development, planning, design, finance, and management.

Faculty from the region's leading investment, development, law, architectural, engineering, and planning firms blend academic theory with practical workplace applications, helping put newfound skills and knowledge to work immediately. In addition, fellow students are industry peers who bring new approaches and high levels of energy to the classroom, making for a dynamic learning environment.

Certificate programs

For students who want the opportunity to focus on an area of study without committing to earning a full degree, the Johns Hopkins Carey Business School offers a strategic array of graduate certificate programs. (Credits earned may be applied at a later date to certain master's degrees.)

Business of Medicine

By learning and applying the concepts of business to the organization of care, graduates of this certificate, offered jointly

with the Johns Hopkins School of Medicine, can take a more active role in structuring and maintaining emerging systems, giving physicians and other specialized post-baccalaureate clinicians the knowledge and skills to compete successfully.

Business of Nursing

Offered jointly with the Johns Hopkins School of Nursing, this program focuses on the changing financial and managed care challenges facing nurses, while preparing them for expanding roles in the increasingly complex environment of integrated health services. The program applies the theory and practice of sound business principles to the organization of care delivery and to the clinical and financial outcomes of care.

Competitive Intelligence

Students apply leading-edge decision making, analytical, and knowledge management techniques, strategies, tools, and methodologies for enhancing organizational intelligence.

Financial Management

The curriculum provides advancing financial managers with a strong foundation in financial theory as well as technical skills, and a unique opportunity to develop analytical skills and critical thinking abilities by integrating theory into practice.

Investments

Both rigorous and contemporary, this certificate applies modern investment theory to real-world scenarios. Case studies and projects are employed at strategic points of the curriculum, which is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations.

Leadership Development Program for Minority Managers

An intensive cohort experience for early- to mid-career minority professionals and managers, LDP enhances leadership and career-management skills while students gain a comprehensive business knowledge base.

Full-time programs

The Johns Hopkins Carey Business School also offers a full range of intensive programs for full-time students.

The Johns Hopkins Global MBA

This transformative two-year program combines intensive coverage of finance, marketing, and other business school essentials with extraordinary opportunities for learning and growth. These include the Discovery to Market Project, examining scientific discoveries with commercialization potential; the Innovation for Humanity project, providing students with

international experiences in developing economies; and the Thought and Discourse Seminars, which stimulate analytical thinking and creative expression through interaction with prominent business leaders and policymakers.

MBA/Master of Public Health

Administered jointly with the world-renowned Johns Hopkins Bloomberg School of Public Health, this unique program is designed for experienced health care professionals who want to acquire the managerial skills that will earn them leadership roles in health-related organizations worldwide. Program graduates acquire knowledge and skills in the principles of population-based health as well as finance and management, which will enable them to be effective managers and leaders in health-related agencies and organizations. The program is designed to be completed in 18 months.

MS in Real Estate

The Edward St. John Real Estate Program also offers a Master of Science in Real Estate full-time degree designed for individuals with less than eight years of industry experience. Students in the 12-month program acquire a comprehensive understanding of real estate investment, development, and management, with an emphasis on the necessity of smart, sustainable

development, taught by Hopkins experts and practitioners from the region's leading architecture, engineering, planning, and other industry-related firms. Core courses examine development, market analysis, law, sustainability, urban land economics, finance, investments, construction, and financial modeling. A structured, culminating internship experience applies classroom learning directly to industry challenges.

Executive programs

The Executive MBA

This 18-month program is designed for high potential senior managers with extensive work experience. Beyond courses that cover core business concepts, the curriculum features special topics sessions and advanced seminar courses to give students a sophisticated grasp of contemporary regional and globally relevant business practice. Students examine the marketing aspects of new products and services, gain international experience in economic entrepreneurship, and participate in stimulating discussion and debate with experts in diverse fields. The program utilizes a combination of on-site residencies and on-line learning to accommodate students traveling long distances.

Curriculum overview

The following chart summarizes a partial list of programs. For complete details on all of the Carey Business School's offerings, please visit carey.jhu.edu.



Flexible MBA (54 credits)

Skills, Tools & Methods Core (16 credits)

Negotiation
Decision Models
Statistical Analysis
Business Communication
The Firm and the Macroeconomy
Economics for Decision Making
Leadership Ethics Seminar
Business Law

Business Core (16 credits)

Finance and Capital Markets
Information Systems
Customer Focused Marketing
Leadership in Organizations
Operations Management
Investments
Strategic Human Capital
Accounting and Financial Reporting

Business Electives (4 credits)

Choose any two courses from the other concentrations.

Concentrations (14 credits)

Finance
Information Systems
Interdisciplinary Business
Marketing
Management
Real Estate

Sample Concentration Courses

Managing Financial Risk
Data Mining and Discovery Informatics
Competitive Intelligence
Innovation and New Product Leadership
Entrepreneurial Ventures
Sustainable Development

Strategic Management Capstone (4 credits)

Master of Science in Marketing (36 credits)

Skills, Tools & Methods Core (12 credits)

Business Communication
Leadership Ethics Seminar
Business Law
Financial Analysis of Marketing Decisions
Statistical Analysis
The Marketing Environment

Business Core (12 credits)

Market Research
Market Driven Strategy
Customer Focused Marketing
Understanding Consumer Behavior
Customer Relationship Management
Integrated Marketing Communications

Sample Elective Courses (8 credits)

Innovation and New Product Leadership
Pricing
Channel and Distribution Strategy
Competitive Intelligence
Strategic Brand Management
High Technology Marketing
Services Management
Creative Business Thinking
Advanced Market Research
Behavioral Decision Making

Marketing/Applied Research Project (4 credits)

MBA in Organization Development (54 credits)

Skills, Tools & Methods Core (12 credits)

Business Communication
Leadership Ethics Seminar
Business Law
The Firm and the Macroeconomy
Statistical Analysis
Decision Models

Business Core (18 credits)

Accounting and Financial Reporting
Finance and Capital Markets
Information Systems
Customer Focused Marketing
Operations Management
Knowledge of Self
Self as Agent of Change

Elective Courses (12 credits)

Groups and Teams: Overview
Groups and Teams: Analysis
Groups and Teams: Intervention
Organizations and Social Systems Overview
Organizations and Social Systems: Analysis
Organizations and Social Systems: Intervention

Practicum Courses (12 credits)

Practicum I
Practicum II
Practicum Capstone

Master of Science in Information Systems (36 credits)

Skills, Tools & Methods Core (12 credits)

Business Communication
Leadership Ethics Seminar
Statistical Analysis
IT Enterprise Architecture
Systems Development
Information Systems Project Management

Business Core (12 credits)

Health Care Information Systems
Information Security and Assurance
Business Telecommunications
Strategic Information Systems
Developing Internet Systems and Services
Technology, Global Sourcing and Global Markets

Sample Elective Courses (8 credits)

Knowledge Management Systems
Data Mining and Discovery Informatics
Financial Issues in Managing a Secure Operation
Competitive Intelligence
Information Systems Financial Management
The Emerging Frontier in Information and Communication Technologies
Services Management
Information Systems
Decision Models
High Technology Marketing

Information Systems Capstone (4 credits)

Master of Science in Finance (36 credits)

Skills, Tools & Methods Core (12 credits)

Business Communication
Leadership Ethics Seminar
Accounting and Financial Reporting
Statistical Analysis
The Firm and Macroeconomy
Economics for Decision Making

Business Core (12 credits)

Finance and Capital Markets
Financial Modeling
Fixed Income
Financial Institutions
Investments
Derivatives

Sample Elective Courses (8 credits)

Managing Financial Risk
Entrepreneurial Finance
Corporate Governance
Advanced Financial Accounting
Mergers and Acquisitions
Environmental Finance
Financial Econometrics
Wealth Management
Quantitative Financial Analysis

Finance Capstone: Advanced Topics (4 credits)

Master of Science in Real Estate (36 credits)

Skills, Tools & Methods Core (12 credits)

Business Communication
Leadership Ethics Seminar
Financial Modeling and Real Estate Analysis
Smart Growth and Sustainability
Real Estate Economics
Legal Issues in Real Estate

Business Core (12 credits)

Real Estate Development Process
Real Estate Market Analysis
Global Perspective in Real Estate
Financing Real Estate Projects
Real Estate Risk and Opportunities
Managing Construction Projects

Sample Elective Courses (8 credits)

Project Management
Capital Markets and Real Estate
Corporate Real Estate
U.S. Real Estate Markets and Inbound Investments
Managing Real Estate Portfolios
Appraisal and Valuation
Sustainable Development
Negotiation
Advanced Site Planning and Building Design
Real Estate Entrepreneurship

Real Estate Practicum (4 credits)

Extraordinary students—defined by vision, energy, and commitment

Johns Hopkins Carey Business School classes are composed of extraordinary people who fit the mold of the Johns Hopkins

scholar—creative thinkers who are also dedicated, self-motivated problem solvers. Will you be one of them?

Successful candidates will have vision and energy, and they will bring experiences that match the school's belief in business as an engine of

positive transformation. They will be as eager to engage in humanitarian initiatives as to master the intricacies of business at a Fortune 500 company. They will be bound by common qualities of intellectual creativity, optimism, and leadership.

In the Johns Hopkins traditions of service and international outreach, business programs at the Johns Hopkins Carey Business School focus not on how to make a killing on Wall Street but on how to cultivate business practices to help heal a troubled world.



▲ Saliq Khan

Universities attended include Boston, Brown, Carnegie Mellon, Duke, Georgetown, Harvard, Johns Hopkins, McGill, Vanderbilt, and Yale.

Diverse talent and experience

Degrees earned include the areas of real estate, financial services, education, consulting, not for profit, manufacturing, biotechnology, and engineering.



▲ Fei Weng

"I chose the Carey Business School to pursue my MBA because of the outstanding Johns Hopkins brand. The school has a strong, diverse student body, which makes the learning experience challenging and meaningful. My program, in particular, was mostly project-based. Through these projects I was able to expand upon my communication, strategic thinking, and leadership skills."

Michelle Henley

"The school has had several recent changes—a new state-of-the-art flagship campus, an increased variety of business classes, and greater diversity in every program, including instructors, students, and course material. Students benefit from these changes, and they will see more exciting differences both in the school and themselves in the future as a result."

Fei Weng

"I tell people who ask me about the school: 'A fast-growing school like Carey offers its students more opportunities than those institutions having longer histories.' I'm glad to be involved in so many activities ranging from academic teamwork to student organizations like the Finance Club, of which I'm the president. I also had chances to meet with top-rated medical students as well as discover some of today's most advanced medical technologies, to expand my knowledge for my future career."

Chang Liu

"While researching the top master's programs in finance, I realized that no other university was as responsive as the Johns Hopkins Carey Business School. Aside from being a highly respected institution, the Carey School provides a unique approach to bridging the gap between theory and real world application. With the knowledge gained in the classroom and by being a member of the Equity Research Team, I will be well positioned to pursue a career in asset management."

Saliq Khan



▲ Michelle Henley

Countries represented include Albania, Bangladesh, Brazil, Cameroon, Canada, China, Colombia, Ecuador, Ghana, India, Japan, Kyrgyzstan, Liberia, Moldova, Nepal, Nigeria, Pakistan, Philippines, Republic of Korea (South), Russia, Saudi Arabia, Singapore, Sri Lanka, Taiwan, Thailand, Togo, Turkey, and the United States.

▼ Chang Liu

Professional experience includes Booz Allen Hamilton, Deloitte & Touche, KPMG Certified Public Accountants, Lockheed Martin, Merrill Lynch, Symantec, PricewaterhouseCoopers LLP, The Boeing Company, and The World Bank.



Become a member of the Johns Hopkins family: ambassadors to the world

Your ties to the Johns Hopkins University and the Carey Business School don't end when you receive your diploma. In fact, they're just beginning.

As a graduate, you can take advantage of a lifetime of opportunities to stay connected. You'll have lots of company: Johns Hopkins has more than 165,000 alumni served by chapters across the globe.

The reputation of Johns Hopkins, and a Johns Hopkins degree, precedes its graduates, wherever they may live and work. You will find that alumni worldwide are involved, enthusiastic, and eager to welcome new members into the fold.

The Carey Business School proudly claims one of the largest alumni groups at the university—Johns Hopkins graduates who pursued business degrees at Hopkins before the Carey Business School was established.

The business school takes particular pride in these alumni because they are strongly committed to making a difference within their professions and their communities. This shared sense of dedication creates a powerful bond among these Johns Hopkins alumni.

The Carey Business School's Office of Alumni Relations sponsors an array of programs that foster the spirit of involvement. The alumni pages of the school's Web site supply up-to-date information on opportunities and services,

promote professional networking, and highlight school-wide programs and initiatives of interest to alumni.

The university's alumni organization, a network that comprises alumni from all nine divisions of the university, has chapters in more than 20 cities nationally and more than a dozen clubs in international locations. The volunteer-driven chapters and clubs offer a variety of events from educational and cultural to social and athletic, for all Johns Hopkins alumni.

Leading voices

As one of the world's top universities, Johns Hopkins attracts leading international voices from a wide range of endeavors. For decades, presidents, senators, scholars, journalists, and artists have shared their insights with Johns Hopkins audiences.

The Carey Business School brings distinguished leaders from government and industry to campus. Recent speakers have included Sheila Bair, Chairman of the FDIC, Sir Nigel Sheinwald, British Ambassador to the United States, Richard Parsons,

Chairman of Citigroup, and Robert L. Johnson, founder of Black Entertainment Television. These encounters with the most astute, most innovative, most inspiring minds of our time—in person, not in textbooks—are a vital part of the student experience.

Ambassadors to the world



"Consistently, the faculty and students urged me to aim high and think big. The highlight was the independent study component, which allowed me to conduct research around my specific business interests. The Johns Hopkins brand was so powerful that I received a book deal publishing my research while in school. I highly recommend this program for self-starters who want more than just a business credential."

Selena Rezvani
President, NextGenWomen, LLC
MBA, 2009



"I chose the Carey School due in large part to Johns Hopkins' international reputation and academic rigor. What I received through the experience, though, was so much more, including a broad network of highly successful people in diverse fields, affiliation with a community dedicated to the advancement of business education, and knowledge that provided me the skills necessary to take on increasingly complex business challenges."

Scott McIntyre
U.S. Public Sector Practice Leader
PricewaterhouseCoopers LLP
MS in Information Systems, 1995



"Johns Hopkins was a seminal experience on my professional journey. I developed friendships with alumni and faculty that will last a lifetime. The Leadership Development and MBA programs gave me an amazing laboratory and platform to hone my skills as a leader. Having a business degree from Johns Hopkins helped me to make the transition from junior manager to executive leader."

Oral Muir
Vice President, Strategic Solutions & Business Development, Marriott International eCommerce
MBA, 2000
Leadership Development Program, 1998

Michael Bloomberg, Mayor of New York and Founder of Bloomberg L.P. ... **Nelson Mandela**, President of South Africa. ... **Carl Bernstein**, Journalist and Author ... **Gerald R. Ford**, 38th President of the United States. ... **Antonin Scalia**, Associate Justice of the United States Supreme Court. ... **Jean-Paul Agon**, President and CEO of L'Oréal. ... **Elias A. Zerhouni**, Director of the National Institutes of Health. ... **Al Gore**, Vice President of the United States. ... **Kevin A. Plank**, President of Under Armour. ... **George Tenet**, Director of the United States Central Intelligence Agency. ... **Nancy Pelosi**, Speaker of the United States House of Representatives. ... **John McCain**, United States Senator from Arizona. ... **Sadako Ogata**, United Nations High Commissioner for Refugees. ... **George H.W. Bush**, 41st President of the United States. ... **Madeleine Albright**, United States Secretary of State. ... **Ralph W. Shrader**, CEO and Chairman of Booz Allen Hamilton. ... **Brian Mulroney**, Prime Minister of Canada. ... **Garry Trudeau**, Cartoonist. ... **Javier Perez de Cuellar**, Secretary General of the United Nations. ... **J. William Fulbright**, United States Senator from Arkansas. ... **Paul Volcker**, Chairman of the United States Federal Reserve Board. ... **William F. Buckley Jr.**, Journalist and Author. ... **Leonard Bernstein**, Composer and Conductor. ... **Rosalyn S. Yalow**, Biomedical Researcher and Nobel Prize Winner. ... **Isaac Asimov**, Author. ... **Lewis Thomas**, President of Memorial Sloan-Kettering Cancer Center and Writer. ... **Russell Simmons**, Music and Fashion Entrepreneur. ... **Wolf Blitzer**, Journalist. ... **Lee Iacocca**, Chairman of the Chrysler Corp. ... **Elizabeth Dole**, United States Senator from North Carolina and President of the American Red Cross.

Professional development: strategies for managing your future

A critical aspect of your Johns Hopkins education is the professional development guidance provided by our Career Services team, who work closely with you to evaluate the complexities and challenges of today's business world, and help you acquire the knowledge and skills needed to understand yourself as an advancing career professional. Through a combination of coaching, talent

management, self-analysis, and practical application, you will learn to demonstrate the strategic and analytical skills that are vital to managing and leading teams and organizations.

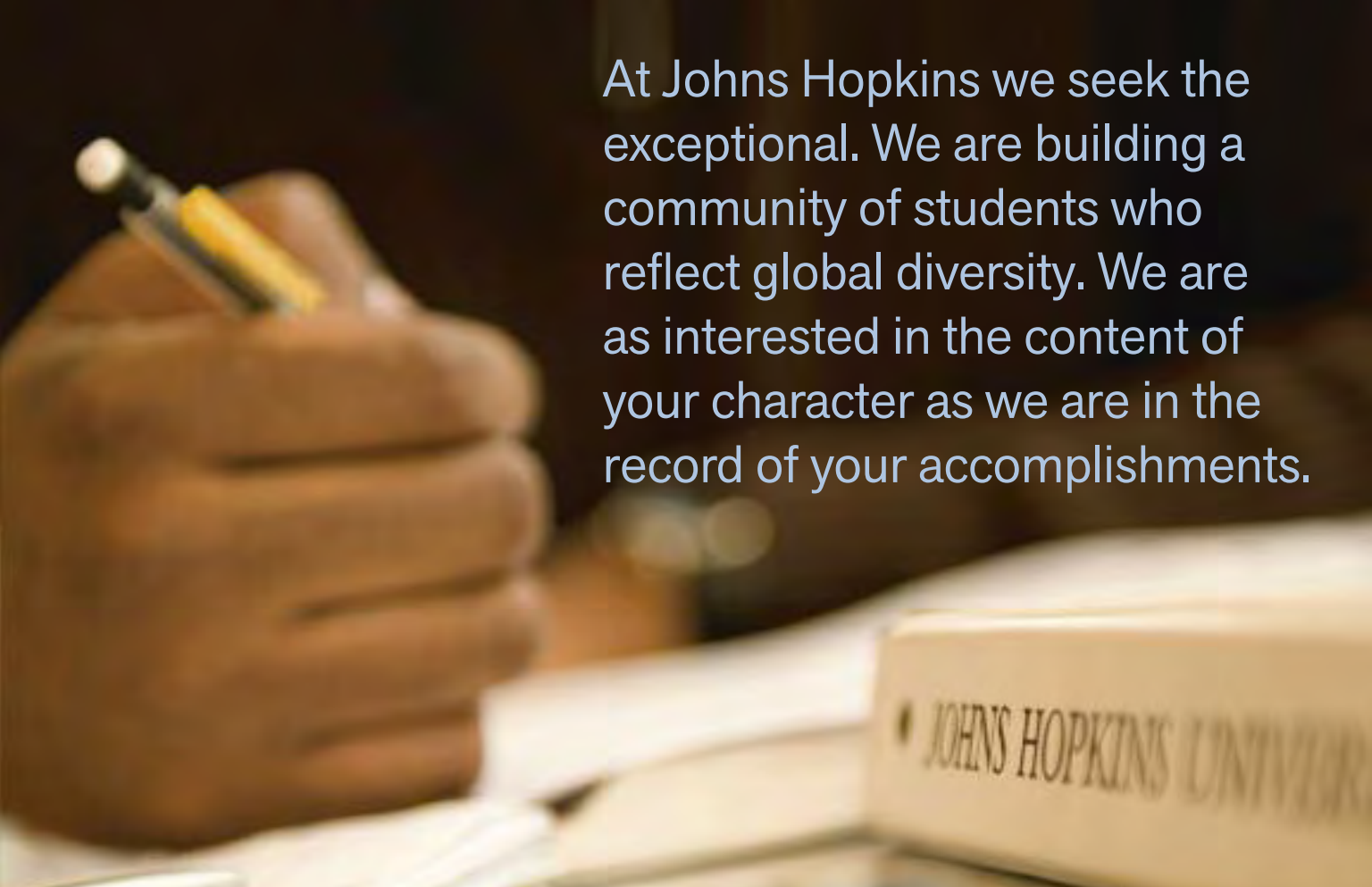
A business degree from Johns Hopkins delivers a thorough grasp of analysis and strategic thinking. It combines the "hard skills" found in essential business courses with the "soft skills" of our innovative professional development services—skills such as leadership, followership, persuasive communication, the sourcing and developing of talent, and other important aspects of life in the executive suite.

Throughout your time at Johns Hopkins, you will build a strong network of individuals who can help guide and support your professional development. The Carey Business School's Corporate Advisory Board, for example, can provide an external sounding board and network as you build your career. Alumni and student organizations also create valuable opportunities for you to interact with individuals working in your chosen field.

Graduates of Johns Hopkins can be found all over the world—leading businesses, managing organizations, inspiring innovation, and serving their communities. Your Hopkins

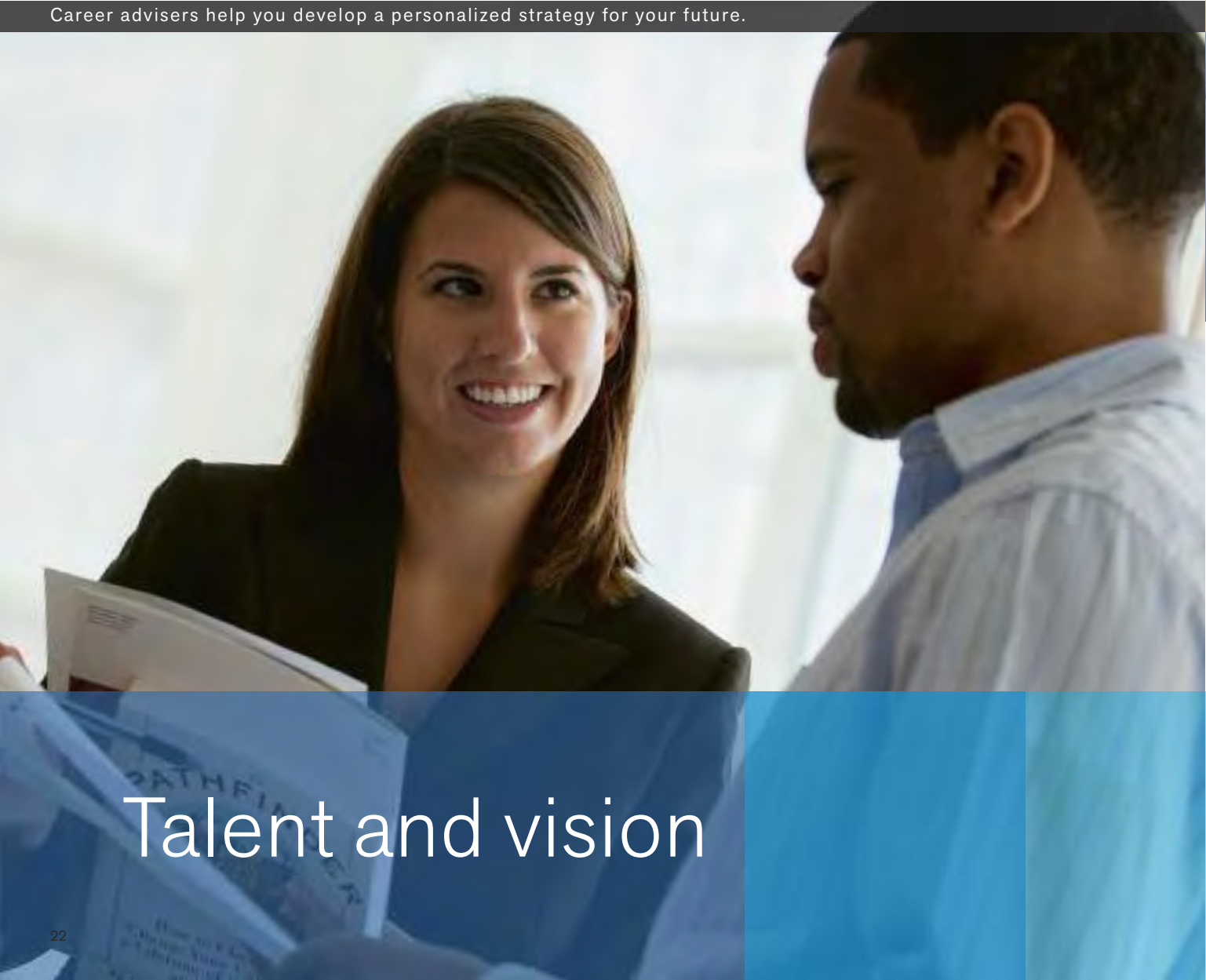
business degree commands respect and opens the door to a network of more than 165,000 Hopkins graduates in some 168 countries across the globe. Johns Hopkins' proximity to New York and Washington and its global reach mean that the extensive alumni network is available to you whether you work on Wall Street or in Wyoming.

Armed with talent and vision, and strengthened by the transformative educational experience a Johns Hopkins degree affords, Carey Business School graduates will decide, design, direct, and drive the way business is done for decades to come.



At Johns Hopkins we seek the exceptional. We are building a community of students who reflect global diversity. We are as interested in the content of your character as we are in the record of your accomplishments.

Career advisers help you develop a personalized strategy for your future.



Apply yourself

Character and accomplishment

The Johns Hopkins Carey Business School seeks students with outstanding academic records and diverse backgrounds—individuals whose interests and goals fit the school's mission and values.

Successful applicants will have demonstrated significant leadership potential through their academic pursuits, student activities, professional employment, internship experiences, and community service.

Undergraduate transcripts, GMAT scores, application essays, and interviews are essential elements in the process of evaluating applicants.

The application process

Visit the admissions section of the school's Web site (www.carey.jhu.edu/admissions) for an online application form and information about application deadlines and how to schedule a visit to the Johns Hopkins Carey Business School.

Financial aid

The Johns Hopkins Carey Business School offers programs of financial support that include federal grants and low-interest loans, state and school-based scholarships and grants, and awards.

For additional information on specific requirements and dates related to admissions and financial aid, visit carey.jhu.edu or call 877-88 CAREY (877-882-2739).

Talent and vision

**Johns Hopkins
Carey Business
School
Board of Overseers**

The Board of Overseers of the Johns Hopkins Carey Business School comprises leading figures from the worlds of business and finance. The board's mission is to bring diverse insights and expertise to bear on issues critical to the success of the business school; to increase the school's resources and base of support; to serve as an advocacy arm for the school, apprising the private and public sectors of the school's educational, research, service, and consultative capacities; and to present the school's interests and concerns to the Johns Hopkins University Board of Trustees.

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- Board of Overseers
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**Johns Hopkins
Carey Business
School
Corporate
Advisory Board**

The Corporate Advisory Board of the Johns Hopkins Carey Business School comprises business leaders from a range of areas including finance, biotechnology, life sciences, and manufacturing. Board members engage with the school in a variety of ways—advising on the development of education and research programs, ensuring that the curriculum is relevant to the best current business practices, providing internships at their organizations for Carey Business School students, and identifying potential full-time employees among our students.

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CAREY
BUSINESS SCHOOL

The Johns Hopkins Carey Business School, a premier humanistic learning community, develops global business leaders and transforms organizations, communities, and society through discovery, education, entrepreneurship, and engagement.