GLOBALIZATION HAS EXISTED SINCE ANCIENT CIVILIZATIONS FIRST SET OFF TO EXPLORE THE EARTH.

Today, it continues to merge our cultural, ecological, governmental, high-tech and social spheres. Leading in our highly connected, dynamic and fast-changing world takes special skills and fresh ideas.

The University of Virginia, founded by Thomas Jefferson, is the cradle of independent and innovative thinking in America.

At the University’s Darden School of Business, we extend this thinking across the globe by developing leaders who are prepared to manage across continents and cultures and by advancing knowledge to take people and organizations to higher levels of accomplishment.
BRIDGING DARDEN AND THE WORLD

The mission of the Darden School of Business is to improve the world, and doing this successfully requires a rich global community, engaging international educational experiences and a vibrant global network. As you will see in the coming pages, the current breadth and depth of Darden’s reach is remarkable. Global classrooms in Charlottesville and around the world provide opportunities for our students to develop new perspectives and mindsets, learning and working across borders, cultures and contexts. Darden’s community is rich with a diversity of perspectives, with 37 countries represented in the MBA Class of 2015 alone. The Darden community encircles the globe, with alumni in 90+ countries and faculty members who spend significant time bringing their thought-leading research and insights to leaders worldwide. Our broader global connections to top executives, organizations and business schools bridges Darden to the world and the world to Darden in new and meaningful ways every year.

Darden is on the move around the world, expanding our reach and networks. As you see how Darden is pursuing its global mission and vision in the pages ahead, we hope that you will consider joining us in expanding and strengthening Darden’s global community and impact.

MARC JOHNSON

Executive Director of the Center for Global Initiatives

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On the Move

Every year the Darden community—students, faculty, staff and alumni—are on the move around the world; in 2012–13 the Darden School reached at least 79 countries through academic programs, student activities, faculty teaching and presentations, and more.

The Darden School offers its MBA degree in three formats—MBA, MBA for Executives, Global MBA for Executives—as well as Ph.D. and Executive Education programs.

### FULL-TIME MBA STUDENTS

<table>
<thead>
<tr>
<th>Class of</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Students Born Outside the USA</td>
<td>37</td>
<td>34</td>
<td>31</td>
</tr>
<tr>
<td>No. of Countries Represented</td>
<td>37</td>
<td>33</td>
<td>38</td>
</tr>
</tbody>
</table>

At least one-third of the Class of 2015 has spent one month or more studying or working outside of their home countries prior to Darden.

### FACULTY

At least 65% of Darden full-time faculty traveled to 30 countries in 2012–13

### EXAMPLE

Professors Ed Freeman and Jared Harris and Associate Director of Sustainability Erika Herz joined colleagues at Copenhagen Business School for the Sustainability in a Scandinavian Context conference in July 2013. Read more [here.](#)

79

The number of countries Darden connected with through various programs, activities and visits.

46

The percentage of students in the graduating Class of 2013 that went on Darden-sponsored academic activities outside of the U.S.
CAREER OPPORTUNITIES
In 2012–13, 80 companies were recruiting Darden students for overseas positions in more than 35 different countries.

EXAMPLES
- Tiffany & Co. in Hong Kong
- BT in London, England

ALUMNI
Darden has more than 14,000 alumni in 90 countries with active alumni chapters around the globe.

EXAMPLES
- India
- Mexico
- Brazil

PARTNER SCHOOLS
Darden has relationships with 25 schools around the world.

EXAMPLES
- IAE in Buenos Aires, Argentina
- Hitotsubashi University in Tokyo, Japan

THE EXECUTIVE PROGRAM
57% of participants came from outside the USA.

EXAMPLES
- Nigeria
- New Zealand
- United Arab Emirates
Darden's professors are well known as the world's best teaching faculty. As thought leaders in their fields, they are interested in solving complex problems faced by business practitioners — whether in Tokyo, São Paulo or New York.

Darden delivers a high-energy, transformational learning experience that prepares students to lead an organization in today's complex, global world. The courses use real-world case studies and simulations to instruct, challenge, inspire and empower.

Learn more about how Darden teaches with the case method.
GLOBAL COURSES
Darden offers dozens of courses with a global focus across the three formats of its MBA degree. Here are some examples:

1. Global Economies and Markets
   In this First Year MBA course, students deepen their understanding of currency, interest rates, and financial markets around the world, and develop a framework to analyze currency and interest rate movements.

2. Markets in Human Hope
   Taught by Professors Frank Warnock, Veronica Warnock and Saras Sarasvathy, this popular course expands students’ understanding of global development and social welfare issues and applies business skills to the social sector. Learn more about this course here.

3. Managing Global Processes
   This Global MBA for Executives course, taught by Professor Elliott Weiss, pushes students to think deeply about what it means to lead and manage in a global setting by focusing on decision-making and financial analysis.

GLOBAL CASES
Darden Business Publishing is the second largest case publisher in the United States. Darden’s case collection includes more than 3,000 cases and teaching notes written by Darden faculty, which are used in classrooms across the globe.

1. Vigeo and CSR? The Daughter of Globalization by Gerry Yemen and Professor Andrew Wicks
   Paris-based Vigeo, Europe’s leading rating agency in the assessment of organizations’ environmental, social, and governance (ESG) practices and performance, offers lessons on global leadership and sustainability. What does it mean to be a socially responsible business and do global values exist?

2. Multicultural Teams: The Loquacious Latina at the Call Center by Gerry Yemen, Professor Martin Davidson and Professor Kristin Behfar
   The manager of the global customer support center of a baby product company observes friction among her staff regarding the only non-American on the team. What’s at the root of challenges on multicultural teams?

3. Air International Thermal Systems by Professor Timothy Laseter, Todd Sheppelman and Steve Stewart
   Smaller suppliers to major car companies, such as Air International Thermal Systems (AITS), were especially hard-hit by the 2008 financial crisis. A managing director at the private equity firm Unitas Capital of Hong Kong must analyze AITS’ situation.
Global MBA for Executives

LEADING ACROSS CONTINENTS & CULTURES

Darden’s innovative Global MBA for Executives (GEMBA), launched in 2011, enables experienced managers to receive on-the-ground training in five regions around the world while continuing to work full time. Designed and delivered by Darden’s top-ranked faculty, GEMBA develops leaders who understand how the global economy operates and who can meet the challenge of leading global organizations.

Term 1
UNDERSTANDING AND LEADING THE GLOBAL ENTERPRISE
Charlottesville, Virginia, USA
Darden School of Business

Term 2
GLOBAL CAPABILITIES AND OPPORTUNITIES
São Paulo and Rio de Janeiro, Brazil
GLOBAL BUSINESS EXPERIENCES

Global Business Experiences (GBEs) are one to two-week courses led by Darden faculty outside the United States. Based on a unifying theme, each experience includes structured classes and practitioner presentations as well as visits to companies, governmental agencies and important cultural sites. Many of the GBEs also offer a consulting project with in-country clients and include Darden alumni.

- **South Africa**  In Cape Town, in partnership with the University of Stellenbosch Business School, students focused on South Africa’s economy, changing business climate and Black Economic Empowerment Zones.

- **Argentina**  In Mendoza, students consulted for local wineries. They reviewed cost structures, as well as the marketing plans for a firm focused on sustainability.

- **Singapore**  At a facility of Danaher, the trip sponsor, students participated in a Kaizen event, focusing on lean process improvements.

- **Israel**  In visits to Jerusalem, the Dead Sea, Tel Aviv, Tiberius and Haifa, students focused on entrepreneurship and innovation and consulted for Israeli ventures on new market entries and met with senior government and business leaders. Listen here from Israel GBE faculty leader, Gal Raz, to learn more about this program.
GLOBAL FIELD EXPERIENCES
A new academic offering, Global Field Experiences, are elective, independent studies for Second Year MBA students. Small teams provide consulting services to an international company or organization while working closely with a Darden faculty member. Students work remotely with businesses and social enterprises around the globe and then travel to the client to deliver final recommendations.

1. World Bicycle Relief
   - Zambia
   Students worked with World Bicycle Relief and faculty sponsor Mary Margaret Frank to solve complex business issues related to the bicycle manufacturer’s efforts to help alleviate regional poverty through self-empowerment. Read more about this project here. Read a student’s blog post about his GFE Zambia experience here.

2. Alzheimer’s Family Assistance
   - Tunisia
   In partnership with students from the Mediterranean School of Business and Darden Professor Peter Rodriguez, a team of students worked to establish the business plan for the first organization in Tunisia to provide support to families supporting loved ones with Alzheimer’s.

3. PRONicaragua and the National Chamber of Leather Footwear
   - Nicaragua
   Under the guidance of Professor Alan Beckenstein, students worked with business promotional NGO PRONicaragua and the National Chamber of Leather Footwear and Related Goods to draft an export strategy plan to help Nicaraguan leather producers enter the U.S. market.

4. Rotary Club of Calapan City and Baruyan
   - Philippines
   Professors Frank and Veronica Warnock introduced students to leaders in a rural Philippine village to investigate innovative approaches to achieving sustainable growth without further stressing and degrading natural resources. This is a big challenge for many low-income economies that face high poverty and unemployment rates. Hear students’ reflections and experiences on this GFE here.

GLOBAL STUDENT LIFE
Darden has six international affinity clubs that help to highlight the rich cultural fabric of Darden throughout the year. These affinity clubs and other student clubs host annual conferences and events that focus on business issues and cultural phenomena in different regions around the world. One event highlight is the International Food Festival that occurs every fall. Read more about the International Community at Darden here. Learn more about the Darden MBA International Community and Opportunities here.
Exchange Opportunities

EXCHANGE OPPORTUNITIES

Darden has reciprocal exchange relationships with leading business schools around the world. These exchanges give students the opportunity to live in and learn about a culture different from that of their home country for a quarter or a full semester while continuing their MBA education.

PARTNER SCHOOLS

In addition to reciprocal exchange agreements, Darden also has Memorandums of Understanding with international institutions to collaborate in various ways. The main areas of collaboration include the production of business knowledge and teaching materials, creative opportunities for international exposure for students from both schools, and the sharing of information regarding faculty development, content and format of programs, and pedagogical methods.

* Asterisks denote the schools with which Darden has a reciprocal exchange agreement.

Indian Institute of Management*  
Ahmedabad, India

IESE Business School*  
Barcelona, Spain

Cheung Kong Graduate School of Business  
Beijing, China

Peking University, Guanghua School of Management*  
Beijing, China

Universidad Austral Escuela De Dirección y Negocios*  
Buenos Aires, Argentina

INALDE Business School  
Chía, Colombia

Hong Kong University of Science & Technology*  
Hong Kong, China

Indian School of Business*  
Hyderabad, India

Asian Institute of Management  
Makati City, Philippines

Xavier Labour Relations Institute*  
Jamshedpur, India

Melbourne Business School*  
Melbourne, Australia

El Instituto Panamericano de Alta Dirección de Empresa*  
Mexico City, Mexico

Università Bocconi*  
Milan, Italy

Moscow State University  
Moscow, Russia

PAD Escuela de Dirección  
Lima, Peru

International University of Japan*  
Niigata, Japan

HEC School of Management*  
Paris, France

Rotterdam School of Management*  
Rotterdam, Netherlands

Insper Instituto de Ensino e Pesquisa  
São Paulo, Brazil

Seoul National University*  
Seoul, Korea

China European International Business School*  
Shanghai, China

St. Gallen University*  
St. Gallen, Switzerland

University of Stellenbosch Business School  
Stellenbosch, South Africa

Stockholm School of Economics*  
Stockholm, Sweden

Hitotsubashi University Graduate School of Management and Commerce*  
Tokyo, Japan
MBA for Executives & Executive Education

DARDEN EXECUTIVE EDUCATION

Darden Executive Education aims to take leaders of all levels and their organizations to higher levels of accomplishment. Our programs equip professionals for the higher-level strategic thinking and decision-making necessary for imagining tomorrow and taking the bold actions required to achieve what’s next.

GREAT LEADERS NEVER STOP LEARNING: OPEN-ENROLLMENT PROGRAMS

Darden is a top global provider of open-enrollment programs — short, non-degree courses that last from three days to three weeks — in the areas of Leadership and Change, General Management, Decision-Making, Financial Management, Marketing and Sales, Negotiation and Strategy. Each year, Darden welcomes nearly 100 executive leaders from more than 30 countries in its open-enrollment programs.

ACCELERATE YOUR RESULTS: CUSTOM PROGRAMS

Darden’s custom programs leverage the unique talents within your organization to address challenges and create opportunities for businesses today and tomorrow. Darden has delivered custom programs around the globe: Brazil, Singapore, New Zealand, Saudi Arabia, China, Vietnam, Russia and the United Kingdom, to name just a few countries.

MBA FOR EXECUTIVES

The Darden MBA for Executives prepares managers for high-performance leadership and provides an immediate and lasting return on investment for the participant and his or her company. Over 21 months, executives earn an MBA while continuing to work full time. The program includes a week-long leadership residency outside of the United States to broaden executives’ understanding of leadership in an emerging economy.

Recent classes have traveled to Beijing and Shanghai, China, where students experienced Chinese business practices and culture firsthand. The week includes class sessions on such topics as globalization of Chinese companies; China’s economic growth model; business strategy; and understanding China’s financial markets. Students also visit Chinese and U.S. multinational companies and experience a host of leadership speakers and cultural immersion events. Learn more about the EMBA program here.

13
The Darden School’s impact is felt worldwide every year: travel by school leadership, admissions events for prospective students, alumni gatherings and activities, and convening global business leaders around key issues take Darden out into the world. Darden’s Alumni Services hosted 30 international alumni-related events in 25 locations in 18 countries.

DARDENGLOBAL LEADERSHIP FORUM
Each year, Darden hosts a Darden Global Leadership Forum to bring together alumni, regional business leaders and students. In 2013 the forum took place in Shanghai with more than 150 people in attendance to hear discussions of transitions in the Chinese economy, consumer markets and financial sector. A keynote by the CEO of Shanghai Media Group and several panel discussions by leading economists and business executives provided insights into key transitions going on in China. Darden alumni gathered for a case study discussion with Professor Yiorgos Allayannis, lunch with current Global MBA for Executives students, and a tour of a local Walmart and Coca-Cola bottling plant to explore the opportunities and challenges faced by these companies. Read more about the 2013 Global Leadership Forum here.

GLOBAL ADVISORY COUNCIL
The Dean’s Global Advisory Council is composed of Darden alumni who are senior executives with significant international experience representing globally strategic regions around the world. The mission of the Global Advisory Council is to help Darden deliver on the following goals: to build a critical mass of leaders, executives and managers within established, growing and emerging economies; to strengthen Darden’s influence on business and society worldwide; and to grow the recognition of the Darden brand in key regions of the world.
FACULTY
The Darden faculty teaches, presents to leading corporate and government leaders, shares research at academic conferences, and takes Darden students around the world. Highlights of faculty members’ global impact and leadership include:

1. Global Academic Impact
   - Ming-Jer Chen, Leslie E. Grayson Professor of Business Administration
   - Ed Freeman, University Professor and Elis and Signe Olsson Professor of Business Administration

   In 2012 Ming-Jer was installed as the 68th president of the Academy of Management, the most prestigious association of management scholars in the world. In 2013 the Academy honored Ed with induction as Fellow, an honor bestowed on less than 1 percent of academy members, for significant contributions to the field of management. Read more here.

2. Shaping Global Leaders
   - Jeanne Liedtka, United Technologies Corporation Professor of Business Administration

   Jeanne was honored in 2013 with the honorary Medal of the Order of Australia by the Australian government for her leadership of a flagship program for senior museum executives in Australia. Her work with these practicing managers led to incredible impact on museums across the country. Read more here.

3. Global Thought Leadership
   - Saras Sarasvathy, Isidore Horween Research Associate Professor of Business Administration

   Saras is a leading global scholar in the study of high-performance entrepreneurs and cofounded the Society for Effectual Action, a scholarly network dedicated to the study of effectuation, a framework for understanding these entrepreneurs’ success.

SUPPORTING DARDEN WORLDWIDE
The Darden School is committed to developing responsible leaders for global good and encourages its students to take advantage of the global academic opportunities available to them. Collective groups of alumni and friends have established a number of funds to support students in their international studies and/or to support international students in their studies at Darden. Here are a few examples:

- Global Business Experiences & other Darden-organized international study:
  - The Annelise L. Tew Fund for International Studies

- Scholarships and transition grants for international students:
  - The Israeli Transition Grant
  - The Darden China Scholarship
  - The India Fund

- Individual donors have also established funds for specific purposes:
  - The Murphy Fellowship for International Exchange
  - The Indonesia Fellowships
  - The Hund-Mejean Family Scholarship

For more information on how to contribute to these funds or to learn more about establishing a new fund, please contact:

Office of Advancement, Darden School Foundation
advancement@darden.virginia.edu
Each year the global community comes to Darden in the form of leading executives and guest speakers who address the community on pressing issues of the day. The Center for Global Initiatives also sponsors International Partner Programs that bring students from partner institutions and educational leaders from around the world to Darden as part of their education. In 2012–13, Darden hosted partners from Argentina, Brazil, Nigeria, and Switzerland through the programs listed to the right.

Throughout the year, Darden also hosts many prominent global leaders who give their perspectives on global business issues they are encountering daily.

LAGOS STATE SCHOOL SYSTEM
DCGI welcomed 16 senior leaders from the Lagos State School System in Nigeria to Darden for a new International Partner Program, a two week education leadership executive strategy program sponsored by the World Bank Eko project for school improvement in Nigeria. These education executives spent two weeks focused on strategic planning, change management, design thinking, best practices in education reform and creating a vision for their schools. Read more here.

INSPER
21 Executive MBA students from INSPER in São Paulo, Brazil came to Darden for one week to learn more about networks and the process by which domestic businesses becomes global, confronting the challenges of building networks across national boundaries. Listen to INSPER students’ experiences at Darden here.
Vincent Rague (MBA ’84), co-founder and chairman of the supervisory board of Catalyst Principal Partners, based in Kenya, was keynote speaker at the Darden African Business Organization’s annual conference. The theme was “Africa: Open for Business,” and the conference explored opportunities and potential on the African continent. Read more here.

Moustapha Sarhank, a seasoned executive born in Giza, Egypt, spoke to Darden students about Egypt’s recovery from the chaos of a bloody revolution and the prospect of doing business in Egypt. He is a fellow in the Darden School’s Olsson Center for Applied Ethics and is honorary chair of the Sarhank Group for Investments. Read more here.

Carolyn Miles (MBA ’88), president and CEO of Save the Children, addressed the Darden community as part of the Leadership Speaker Series. She spoke about her career path and her organization’s current role in helping children in a nation in crisis in Syria. Read more here.

Dr. Hermann Ott, a scientist and member of the German Federal Parliament (Bundestag) for the Green Party, spoke at Darden about how his political party and country launched an energy revolution to transform the way Germans power their lives. Read more here.

Dr. Michael Oren hosted Dr. Michael Oren, Israeli Ambassador to the United States, to speak at a University-wide event. Dr. Oren spoke on the importance of the U.S.-Israeli relationship and Israel’s advanced technology sector and its vast number of startup companies. Read more here.
The Darden Center for Global Initiatives strengthens and expands Darden’s global community, in Charlottesville and around the world, by providing educational opportunities and by building partnerships. It achieves this mission by supporting international programs with partner business schools around the world. The center organizes and manages Global Business Experiences, Global Field Experiences and exchange programs, among other international educational experiences, that introduce students to foreign businesses and cultures. In addition, it brings overseas faculty and business leaders to the University and the Commonwealth of Virginia to share their experiences, knowledge and perspectives.

The Darden Center for Global Initiatives is supported by the Tayloe Murphy Endowment, a 1962 gift from an anonymous donor honoring prominent banker and legislator W. Tayloe Murphy in “recognition and appreciation of his unfaltering support of the Graduate School of Business Administration.”
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