



Paul Danos
Dean
Laurence F. Whittemore
Professor of Business

Tuck School of Business

AT DARTMOUTH

The first graduate school of business, Tuck is consistently ranked among the top management schools in the world.

Tuck offers only one degree—the full-time MBA. This focus distinguishes Tuck from other business schools and enables us to devote unsurpassed attention and resources to our students. Tuck also offers open enrollment, specialized, and custom executive education programs to help managers and companies think strategically, manage change, and embrace innovation.

The school differs from its competitors in important ways. Our focus, personal scale, group learning environment, faculty excellence in both teaching and research, and the high degree of loyalty and involvement of our alumni shape the educational experiences we offer.

The curriculum at Tuck is as dynamic as the world of business itself. Integrated course offerings evolve with insights from faculty, visiting business executives, and accomplished alumni. Flexibility built into the curriculum—through elective courses, group projects, joint degrees, an international field study, and independent investigation—allows students to focus on specific interests and obtain the skills they need to become leaders in any career they choose.

Tuck faculty are renowned for their dual excellence in research and teaching. Through their research and interaction with practicing managers, they are able to publish widely in top journals and to bring unique insights into the classroom. Faculty also direct Tuck's five research centers, which focus on issues that drive today's economy.

The Tuck School of Business is one of three professional schools at Dartmouth College in Hanover, New Hampshire.

ALUMNI NETWORK

Whatever their career paths, Tuck alumni of any age acknowledge the tradition of commitment and support that passes from one class to the next. One indicator of this commitment is the level of financial support: the rate of alumni participation in annual giving is the highest of all business schools and has been over 60 percent for more than 20 years.

Tuck alumni form a global community of people passionate about sharing their experiences with current students and faculty. Through their continuing involvement on campus as mentors, visiting executives, recruiting contacts, and internship providers, Tuck alumni keep an open and interactive channel between the school and the business world. This rich tradition of involvement creates an unmatched global network for students and graduates at every stage of their careers and extends even to the highest levels of corporate executives, who also serve as Tuck overseers and MBA advisory board members.

“The ability to collaborate, which I developed in my study group and team projects at Tuck, serves me every day because now my job is getting things done through other people. In the end, you can look anything else up, but not that.”

*Christianne L. Strauss D’82, T’86
Senior Vice President, General Mills
President and CEO, Cereal Partners Worldwide*



Alan Pesky T’60 with T’05s Trina Lorch and Ann Waterman, who coauthored a business plan for the Lee Pesky Learning Center



*Pamela Scott T’75
President and CEO, LVCC*



*Alexander M. Cutler T’75
Chairman and CEO, Eaton Corporation*



*Sherri C. Oberg D’82, T’86
President, CEO, and Co-Founder
Acusphere Inc.*





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A leader in executive education, Tuck offers rigorous and timely open-enrollment programs that focus on both specific skill sets and broader general management issues.

Tuck also partners with select organizations to drive critical organizational initiatives and address strategic business issues through customized, high-impact learning solutions. Tuck has delivered custom programs to leading companies such as Hasbro, Avaya, Aetna, Eli Lilly, and Raytheon. As the strategic objectives of organizations evolve over time, Tuck's learning models respond to changing needs with flexibility and clarity.

In addition to open-enrollment and custom learning solutions, Tuck creates specialized programs combining both of these models. These engagements can be developed for a consortium of companies, created in partnership with other institutions, or targeted to specific populations of learners.

In any format, Tuck learning initiatives achieve business results by clarifying strategic objectives, building executive competence, and aligning and strengthening organizational capability. This success is a result of superior program design including preprogram and post-program assessment, action learning, applied learning, and coaching.



*Professor Leonard Greenhalgh
Faculty Director
Minority Executive Education
Programs*



“Tuck’s flexibility and willingness to address Hasbro’s specific needs was exceptional. We have built a relationship on a variety of levels through their faculty, management, and staff. The program was a very positive experience for our participants, and we’re extremely pleased with the results.”

*Alan Hassenfeld
Chairman, Hasbro, Inc.*

REPRESENTATIVE EXECUTIVE EDUCATION PROGRAMS

Tuck Executive Program: Three week-long modules help senior executives sharpen management perspective, integrate functional expertise into strategic management processes, and develop leadership skills to drive breakout performance.

Leadership and Strategic Impact: This program links leadership development to organizational transformation. Participants learn how leadership behavior influences the strategic process as they develop new skills and frameworks to lead more effectively and inspire extraordinary performance.

Strategic Financial Leadership Program: SFLP helps senior financial executives understand the nexus of finance, leadership, and communication. Participants become partners in formulating their company's strategy and helping in its execution. They leave the program with the tools to become trusted strategic advisers who ensure that finance not only flows from, informs and fits strategy, but also leads it.

Global Leadership 2030: A program designed to help multinational companies develop a global mindset and embrace cultural diversity as an opportunity. Each year, a consortium of companies sends a select group of fast-track executives through the program, which spans nine months (one-week modules in the fall, winter, and spring) and three continents in countries such as the United States, China, and India.

Leading Innovation: This program offers practical frameworks to address all innovation initiatives—large and small; risky, less risky; new processes; new products; new services; moves into adjacent markets; entirely new businesses. When companies launch innovation initiatives, they typically allocate almost all of their time and energy to the hunt for the breakthrough idea. But this is merely a starting point. The real innovation challenges lie beyond the idea. Participants learn how to move past these challenges and successfully execute an innovation initiative.

Minority Business Executive Programs: Tuck offers three unique programs that provide minority business owners the tools necessary to operate successfully and strategically grow their companies.



“By the time the ink dries on your latest global strategy, it will be out of date. Organizations must continually reinvent themselves to be successful. Executives need to shift their focus from managing the present to creating a future.”

Vijay Govindarajan
Earl C. Daum 1924 Professor of International Business

Tuck Business Bridge Program[®]: Four weeks of business basics at Tuck prepare liberal arts and sciences undergraduates for careers in business.

Additional programs include:

- Online Bridge Program[™]
- Smith-Tuck Global Leaders Program for Women

For an up-to-date list of programs, please visit www.tuck.dartmouth.edu/exec.





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Tuck faculty have been shaping the practice of management for over a century. Each is a scholar, actively pursuing academic inquiry, and each maintains strong connections to the corporate world. Visiting scholars, research scientists, and postdoctoral researchers collaborate with faculty and bring international perspectives and new areas of expertise to the school.

All full-time faculty teach in the Tuck MBA program. A unique aspect of Tuck's faculty is their accessibility outside of the classroom. Here, faculty are an integral part of the Tuck community.

THOUGHT LEADERSHIP

Through their dedication to teaching and to pioneering research, Tuck faculty maintain a dual excellence that creates a vibrant, intellectually challenging environment. As researchers, Tuck faculty are leading authorities in their fields. They challenge traditional thinking about critical business issues. Their fields of study exceed the boundaries of the curriculum, and when students want to know more, they have the opportunity.

CORPORATE CONNECTIONS

Faculty are vitally connected to the business world through consulting, participation on corporate advisory boards, and teaching in Tuck's highly regarded executive education program. Their corporate associations keep the classroom experience grounded and relevant while allowing them to tap into extensive networks that bring inspirational business leaders to campus. For more information, see www.tuck.dartmouth.edu/mba/learning-247/visitors.



Professor Margaret A. Peteraf

“Tuck offers plenty of resources, stimulating colleagues, and the flexibility needed to do pathbreaking research.”

*Kenneth French
Carl E. and Catherine M.
Heidt Professor of Finance*

AREAS OF EXPERTISE

Tuck faculty are available for comment on a wide variety of business topics, some of which are included in the list below. To find the best faculty member for a story or to connect with a particular professor, please call or write the Tuck Public Relations office at 603-646-2733 or tuckpr@dartmouth.edu. For individual faculty profiles, please visit www.tuck.dartmouth.edu/faculty.

- **Accounting:** Auditing, Sarbanes-Oxley, financial reporting, CFOs, taxes, earnings management
- **Business Schools:** MBA programs, history of the MBA, global business education, comparative business education
- **Career Development:** MBA compensation, common MBA career paths, career re-entry, executive education
- **Corporate Communication:** Reputation, crisis management, presentations
- **Corporate Social Responsibility:** Corporate citizenship, sustainability, self-regulation
- **Corporate Governance:** Boards, bankruptcy, restructuring, take-overs
- **Economics:** Regulations, auctions
- **Ethics:** Applied ethics, workplace ethics, military ethics
- **Executive Education:** Minority and women executives, mid-career education
- **Finance:** Investments, hedge funds, mutual funds, IPOs, private equity, analysts, insider trading, reporting
- **International Business:** Emerging markets, globalization, Asian business and politics, political economics
- **Innovation:** Innovation in mature organizations
- **Leadership:** Leadership development, outside-the-box leadership
- **Marketing:** Branding, social issue marketing, pricing, database marketing, transformative consumer research, statistics
- **Operations Management:** Supply chain management, production, service, call centers
- **Organizational Behavior:** HR management, teamwork, negotiation, conflict resolution
- **Private Equity & Entrepreneurship:** VC, buyouts, new ventures, risk, alliances, startups
- **Strategy & Management:** Hypercompetition, failure, CEO succession, R&D, M&A
- **Specific Industries:** Airlines, autos, baseball, broadcast media, credit cards, DVDs, energy and oil, healthcare, real estate, toys, and more
- **Technology:** CIOs, privacy, IT security, operations and supply chain issues



Professor Ella L.J. Edmondson Bell



Professor Matthew Slaughter



Professor Robert G. Hansen





*Tuck Global Consultancy
in Vietnam*

- International students from more than 40 countries make up over 30 percent of the Tuck student body.
- More than a quarter of Tuck's faculty is of international origin.
- Nearly one-third of all students participate in the Tuck Global Consultancy course.



Korean/Japanese Culture Night

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Business education, today as in 1900 when Tuck was founded, must include an immersion in business thinking where students learn from leading scholars and from each other. It must be broad-based. And it must have a global perspective, with inputs from diverse cultures.

Tuck's Center for International Business is dedicated to education and research on international issues facing business and national leaders. The center's goal is to be a primary location in the Tuck community for students, faculty, and alumni interested in learning more about global opportunities and problems facing firms.

The popular Tuck Global Consultancy course gives second-year students the chance to participate in on-site corporate consulting projects overseas. Students have worked with global corporations, nonprofits, nongovernmental organizations (NGOs), and governments on projects in more than 50 countries worldwide, learning how to operate effectively in new environments and cultures—a prerequisite for success in a globalized economy.

The annual Tuck International Forum is organized by the Center for International Business and receives sponsorship from the John Sloan Dickey Center for International Understanding at Dartmouth. Previous forums have focused on the rising prominence of Chinese, Indian, Russian, and Latin American companies; international career paths; and confronting corruption in global business.

In a typical year, about half of Tuck Executive Education's open-enrollment programs include global business topics, and more than half of Tuck's custom executive education client initiatives are developed around the theme of global leadership.

Tuck Student Ambassadors represent the school in more than 25 countries around the globe, and the student-run International Club brings together the many different cultures of Tuck for everything from career panels to international food festivals.

EXCHANGE PROGRAMS

Students can spend a second-year term at one of the many MBA programs with which Tuck has an exchange arrangement. Exchanges are offered with:

- Australian Graduate School of Management, Sydney
- ESSEC Business School, Paris
- Keio Business School–Graduate School of Business Administration, Keio University, Japan
- Graduate School of Business, University of Cape Town, South Africa
- Graduate School of International Management, International University of Japan, Urasa
- Handelshochschule Leipzig Graduate School of Management, Germany
- HEC School of Management, Paris
- IESE Business School at the University of Navarra, Barcelona
- Indian School of Business, Hyderabad
- Instituto de Empresa, Madrid
- IPADE Business School, Mexico
- London Business School
- Otto Beisheim Graduate School of Management at WHU, Koblenz, Germany
- SDA Bocconi University School of Management, Milan
- Universidad Adolfo Ibañez, Santiago, Chile
- Universität St. Gallen, Switzerland

“Our Tuck Global Consultancy study was an excellent decision-making document, and the recommendations have shaped our Asia Pacific development strategy. I equate simplicity with genius, and, by that standard, the recommendations were brilliant—easy to understand, clearly prioritized, and actionable. The analytical models were well quantified and superbly documented. It was a first-class effort.”

Geoff Apthorp T’90

*Gear Pump Division Business Development
Parker Hannifin Corporation*



Tuck Investiture



Professor Kevin Lane Keller in Mumbai



Tuck Global Consultancy in Nepal





“Everything we do at Tuck—from a study-group project to running a club—reminds us that collaborative leadership is the most critical element of our success. Peer feedback is an especially important part of our development as leaders.”

Carey D. Albertine T’05

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Tuck deliberately offers just one degree—the full-time MBA—and enrolls approximately 260 students in each class. This enables the school to focus its attention and resources and to maintain a low student-to-faculty ratio. Tuck students have access to a faculty of exceptional teachers and renowned scholars. And a strong sense of community serves students well, both while they are at Tuck and throughout their careers.

INTEGRATED AND INDIVIDUALIZED CURRICULUM

Tuck’s curriculum teaches cutting-edge concepts with real-world applications and hones each student’s ability to solve business problems, make informed decisions, and lead organizations.

The first year focuses on both leadership and collaboration. Core courses in essential management competencies are carefully integrated across functional areas to build on and complement each other. This ensures that students receive a solid foundation in financial analysis, marketing, strategy, communications, and operations—all from the perspective of a general manager.

The First-Year Project lets students apply classroom learning to the unpredictable realities of an actual client’s real-world business. Student teams organized by professional interests consult for an established company or develop a business plan for a new venture. Concluding presentations are evaluated by classmates, clients, consultants, alumni, venture capitalists, and Tuck faculty.

Tuck’s second year is fully elective, offering more than 70 elective courses in finance, strategic management, marketing and communication, operations and decision science, organizational behavior, healthcare, entrepreneurship, and more. For a full description of electives, visit www.tuck.dartmouth.edu/mba.

Leadership development is central to Tuck’s mission. In the Jonathan L. Cohen D’60, T’61 Leadership Development Program, each student creates a personalized plan for achieving leadership goals through course work, periodic self- and peer assessments, one-on-one coaching, career counseling, and written assignments. The Beacon Capital Partners Leadership Speaker Series offers the opportunity to learn firsthand from some of the world’s most successful business leaders.

JOINT AND DUAL DEGREES

Tuck offers joint and dual degrees in association with Dartmouth's graduate programs and some of the nation's best professional schools. Tuck also works with students to design their own degrees with other universities, such as a JD/MBA.

- MEM/MBA with Dartmouth's Thayer School of Engineering
- MD/MBA with Dartmouth Medical School
- MPH/MBA with Dartmouth's Center for the Evaluative Clinical Sciences
- MBA/MALD with Tuft's Fletcher School
- MBA/MPA with Harvard's John F. Kennedy School of Government
- MBA/MSEL with Vermont Law School's Environmental Law Program
- MBA/MA with Johns Hopkins's Paul H. Nitze School of Advanced International Studies

For more information, visit www.tuck.dartmouth.edu/mba/elective-curriculum/joint-and-dual-degrees.



Tuck's Winter Carnival

"Tuck's alumni network is better than any other program's because the two-year experience is so strong. And it lasts a lifetime."

*Pamela Scott T'75
President and CEO, LVCC*



CAREER OPPORTUNITIES

Tuck MBAs, with their strong analytical skills and team orientation, fit seamlessly into the business world and are positioned for success in many different areas—from finance, marketing, and real estate to nonprofit or entrepreneurial ventures. Tuck consistently places among the top schools in the MBA rankings in compensation and placement for graduates. See our latest rankings at www.tuck.dartmouth.edu/news/rankings.

Recruiters turn to Tuck because our graduates are valued both for their business acumen and for their ability to lead a team. More than 700 companies in major industries have active recruiting relationships with Tuck. These include top consulting and financial services firms, consumer product companies, and major corporations in technology, biotech, media, and private equity.

In addition to traditional on-campus interviewing, Tuck cultivates an array of recruiting relationships that optimize the alignment between student interest and career opportunities. Each student receives individual attention from career development professionals to refine job-search skills and establish relationships with firms. Important career programs include:

- Sector Smarts, in which alumni share career experience and insight on industry sectors
- on-campus company briefings and networking sessions
- industry clubs—focused on finance, consulting, healthcare, non-profits, and many more industries—featuring company overviews, alumni contact, and networking trips to major industry centers
- Career Development Fellows, executives available to discuss professional goals and offer industry expertise and career advice

For more information on career development at Tuck, visit www.tuck.dartmouth.edu/careers.





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RESEARCH CENTERS

Tuck's five research centers bring a cross-disciplinary focus to issues that drive today's economy. They leverage the research efforts of faculty and give them greater visibility, enrich the curriculum and learning environment for MBA students, and connect the school with corporations and practicing managers.

The Center for Corporate Governance researches how differences in capital markets, ownership structures, and legal traditions between nations affect the optimal design of financial contracts and best practices in corporate governance. The center examines conflicts between shareholders and other corporate constituencies that often arise during hostile takeovers, bankruptcies, restructuring, and in the determination of executive compensation. The center presents its research in scholarly journals and at academic and industry conferences, including its signature conference at Tuck, Contemporary Corporate Governance Issues.

The Center for Digital Strategies is dedicated to advancing the theory and practice of management in a digital, networked economy and to examining the role of digital strategies in creating competitive advantage. Its research focuses on the impact of technology on all aspects of management in the extended enterprise, including the supply chain, marketing, and product development. The center fosters a learning community of scholars and executives through pragmatic roundtable discussions on issues facing CIOs and their senior executive colleagues, including globalization, information security, and organizational change.

The Center for International Business is dedicated to education and research on international issues facing business and national leaders. The center's goal is to be a primary location in the Tuck community



*Jeffrey R. Immelt D'78,
chairman and CEO of General
Electric, at Dartmouth's Greener
Ventures entrepreneurship
conference hosted at Tuck*

"Our work with private equity practitioners is two-way: we gain valuable information about the industry and offer practical solutions to its critical challenges."

*Colin Blaydon
William and Josephine Buchanan Professor of Management
Dean Emeritus
Director, Center for Private Equity and Entrepreneurship*

for students, faculty, and alumni interested in learning more about global opportunities and problems facing firms. The center manages the Tuck Global Consultancy course through which students have completed more than 100 consulting projects in over 50 countries. It also organizes conferences on and off campus for academics and executives and brings speakers to Tuck to address issues of importance in international business.

The Center for Leadership's goals are threefold: To design and offer leadership development activities that accelerate the pace at which Tuck students assume leadership roles in business; to support and advance cutting-edge research on topics that deepen current understanding of leadership; and to serve as a forum where business leaders and scholars exchange best practices and research findings, and collaborate in developing innovative approaches to leadership development.

The Center for Private Equity and Entrepreneurship advances the understanding of private equity investing and entrepreneurial ventures. The center focuses not just on fast-growing companies or the private equity industry itself but also on the interactions among entrepreneurs, participants in the private equity industry, and financial markets. Its mission is to be a trusted, independent source of insights on private equity and entrepreneurship; to bridge gaps in understanding among entrepreneurs, the private equity industry, and financial services institutions; and to offer high-quality educational materials and programs for a broad audience.



Professor Andrew Bernard, director of Tuck's Center for International Business, in Tokyo

TUCK INITIATIVES

The Allwin Initiative for Corporate Citizenship integrates Tuck's early principles into the MBA experience by exploring the intersection of business and society. The Allwin Initiative focuses on ethics, community involvement, and corporate citizenship, providing resources and opportunities for students to consider issues, gain career experience, establish a commitment to community, and learn from role models. www.tuck.dartmouth.edu/initiative

The Healthcare Initiative brings together the expertise and resources of Tuck, Dartmouth's Center for the Evaluative Clinical Sciences, and Dartmouth Medical School to foster leadership and management solutions in healthcare. By bringing industry leaders to campus for panel discussions and informal meetings with faculty and students, the initiative actively creates opportunities to advance the dialogue on crucial healthcare-related management issues. www.tuck.dartmouth.edu/healthcare.



Students participate in the Allwin Initiative's day of service.

