

For everything you need to know  
about "Exploring the MBA<sup>®</sup>" see inside.

Graduate  
Management  
Admission  
Council<sup>®</sup>

# GMAT<sup>®</sup>

Graduate Management Admission Test<sup>®</sup>



# Ready to change your life?

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The *GMAT® Information Bulletin* is prepared for people who will take the Graduate Management Admission Test® (GMAT®) to apply for admission to graduate schools of management. The policies and procedures described in this *Bulletin* apply to all aspects of the GMAT® program, and are effective for the 2004-2005 testing year (July 1, 2004, through December 31, 2005). Please note that GMAT® fees, terms, conditions, policies, and procedures are subject to change without notice. See the GMAT® Web site [www.mba.com](http://www.mba.com) for the most up-to-date information.

The GMAT® is sponsored, owned, and directed by the Graduate Management Admission Council® (GMAC®), a global organization of 138 graduate schools of business. GMAC® creates awareness of and extends access to management education. Educational Testing Service® (ETS®) consults with GMAC® about general policy, develops test material, administers the test, and conducts research to improve the test. Prometric, Inc., administers the Computer-Adaptive GMAT® at Prometric Testing Centers.

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# On test day, land on your FEET!



## **POWERPREP® TEST PREP SOFTWARE**

Download in a flash – and for free – powerful software designed to make you confident of a happy landing on test day.

Powerprep includes

- Two actual GMAT® tests to take on your own computer
- Hundreds of real GMAT® questions, with answers and explanations
- Test-taking tips, a math review, and official GMAT® tutorials
- Reports comparing your scores to those of other GMAT® test takers

**Download your free  
software today**  
[www.mba.com](http://www.mba.com)

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Management  
Admission  
Council®**



*Creating Access to Graduate Business Education™*

# The GMAT®

The Graduate Management Admission Test® (GMAT®) is a computer-adaptive test that is available year-round at test centers throughout the world. The GMAT® measures basic verbal, mathematical, and analytical writing skills that are developed over a long period of time. It is specifically designed to help graduate schools assess the qualifications of applicants for advanced study in business and management. GMAT® scores are used by nearly 1,800 graduate management programs throughout the world, and more than 1,000 of these programs require GMAT® scores from each applicant. Your GMAT® scores are only one predictor of academic performance in the first year of graduate management school. To find out how your GMAT® scores will be factored into the application review process, you should contact the admissions office at each school to which you are applying.

The GMAT® does not presuppose any specific knowledge of business or other specific content areas, nor does it measure achievement in any particular subject areas. The test does not measure subjective factors important to academic and career success—such as motivation, creativity, interpersonal skills, study skills, or overall success on the job. Test takers should note that the GMAT® is entirely in English and that all instructions are provided in English.

## WHAT IS A COMPUTER-ADAPTIVE TEST?

In a computer-adaptive test (CAT), questions are selected while each individual takes the test. At the start of each multiple-choice section of the GMAT®, you are presented a question of middle difficulty. As you answer each question, the computer scores that question and uses that information—as well as your responses to any preceding questions and information about the test design—to determine which question to present next. As long as you respond correctly to each question, questions of increased difficulty typically will be presented. When you enter incorrect responses, the computer typically will present you with questions of lesser difficulty. Your next question will be the one that best reflects both your previous performance and the requirements of the test design. This means that different test takers will be given different questions. The selection of questions you will see is based on your responses to all previous questions, and because the CAT adjusts to your individual ability level, you will get few questions that are either too easy or too difficult for you.

Because the computer scores each question before selecting the next one, you must answer each question when it is presented. For this reason, once you answer a question and move on to another, you cannot go back and change your answer. The computer has already incorporated both your answer and the requirements of the test design into its selection of your next question.

Each computer-based test section meets preestablished specifications, including the types of questions asked and the subject matter presented. The statistical characteristics of the questions answered correctly and incorrectly, including their difficulty levels, are taken into account in the calculation of scores. Therefore, scores of all test takers can be compared even though they received different questions.

## WHAT COMPUTER SKILLS DO I NEED?

Minimal computer skills are required to complete the GMAT®. On [www.mba.com](http://www.mba.com), you can download free test tutorials that have been developed for the purpose of familiarizing you with the mechanics of taking a computer-adaptive test. The tutorials cover such things as using a mouse, entering responses, moving on to the next question, using the word processor, and accessing the Help function.

Before you go to the test center, it is recommended that you review the testing tools covered in the tutorials. Although you will be able to access the Help function at any time during the test, you should note that any time spent reviewing the Help screens will count against the allotted time for the test section you are working on.

## WHAT ARE CONDITIONS LIKE AT A TEST CENTER?

The GMAT® is administered in an individualized environment in the quiet and privacy of separate computer workstations. You will have the opportunity to take two five-minute breaks, one after completing the essays and another between the quantitative and verbal sections. For specific information about identification requirements and test center procedures/regulations, see page 18. For information about preparing for the test, including the test format and test-taking suggestions, see pages 22 and 23.

## GRADUATE MANAGEMENT PROGRAMS ARE SEARCHING FOR YOU

The Graduate Management Admission Search Service® (GMASS®) enables schools to search for students like you. Then, through mailings from those schools, you'll learn about their:

- admissions procedures
- financial aid
- curriculum and programs
- placement opportunities

GMASS® helps the right schools find you. Be sure to sign up for this valuable service when you register for the GMAT® or on test day.\*

**G**raduate  
**M**anagement  
**A**dmission  
**C**ouncil\*

Creating Access to Graduate Business Education™

\* You may remove your name from GMASS® lists by e-mailing [gmass@ets.org](mailto:gmass@ets.org), faxing 1-609-771-7088, or calling 1-609-771-7064.

T O S T A R T Y O U R M B A

Click here [www.mba.com](http://www.mba.com)

REGISTER ONLINE FOR  
THE GMAT® OR CALL  
1-800-GMAT-NOW



## Customer Service

Visit the Graduate Management Admission Council® (GMAC®) Web site at [www.mba.com](http://www.mba.com) for quick answers to most of your questions and the latest GMAT® information. Telephone lines are also open 24 hours a day to provide general, but more limited, GMAT® information.

If you have additional questions, contact an ETS® customer service representative through e-mail or by telephone. E-mail inquiries sent to [gmat@ets.org](mailto:gmat@ets.org) will be responded to within three business days. Telephone lines are open Monday through Friday, 8:00 a.m. to 8:00 p.m., U.S.A. eastern standard time, except on national holidays. For general letters, allow at least two weeks for mail to reach ETS®. *Please do not direct general GMAT® inquiries to the test center or the registration center.*

Web site	■ <a href="http://www.mba.com">www.mba.com</a>
E-mail	■ <a href="mailto:gmat@ets.org">gmat@ets.org</a>
Fax	■ 1-609-883-4349
Telephone	■ 1-609-771-7330
Mail	■ GMAT Educational Testing Service PO Box 6103 Princeton, NJ 08541-6103, USA
Courier	■ Distribution and Receiving Center Attn: GMAT Program 225 Phillips Boulevard Ewing, NJ 08628-7435, USA

To ensure a prompt and accurate response, your communication should include your full (legal) name, mailing address, date of birth, the date you tested, your test appointment number (if known), social security number (optional), telephone number, fax number, and e-mail address.

### TEST COMPLAINTS

If you have already taken the GMAT® and have a complaint about the test or the test center, send your written complaint to ETS® *immediately* following the test administration. Indicate "ATTENTION: GMAT COMPLAINTS" in your communication.

## Test Fees

Visit the Web site [www.mba.com](http://www.mba.com) to obtain current information about test and service fees. You may also contact the Regional Registration Center (RRC) for the country in which you will be testing or use any of the other communication methods listed above under "Customer Service."

### Preferred Forms of Payment

- Credit Card\* (Visa, MasterCard, or American Express)
- Money Order/Certified Check
- U.S. Postal Money Order
- International Money Order
- UNESCO Coupons

### Other Payment Policies

Payments made by check must be payable in U.S. dollars and drawn on banks located in the United States or Canada. Payments that are not made in U.S. dollars must be made in the following accepted currencies at the telegraphic transfer selling (TTS) exchange rate of the U.S. dollar equivalent. Checks payable in the currencies listed below must be drawn on banks in the same countries as the currencies. By sending your check, be aware that you are authorizing ETS®, at its discretion, to use the information on your check to make a one-time electronic debit from your account for the amount of your check; no additional amount will be added. If you do not have sufficient funds in your account, an additional service fee of \$20 will be debited electronically from your account. Contact ETS® to learn about other payment options if you prefer not to have your check used this way.

- Australian dollar
- Danish kroner
- Japanese yen
- Singapore dollar
- British pound
- Euro
- New Zealand dollar
- Swedish kroner
- Canadian dollar
- Hong Kong dollar
- Norwegian kroner
- Swiss franc

All payments must be made in full, include the correct numeric and written fee amount, have the appropriate signature(s), and be made payable to ETS-GMAT. ETS® or the RRC must receive payment within 90 days of the date on the payment (e.g., check, money order). Postdated checks will not be accepted. The bank name and its location should be preprinted on the face of the check. Taxes must be included where applicable. If payment is submitted for less than the U.S. dollar equivalent, or otherwise does not comply with the above requirements or other standard banking practices, your registration or request for service will not be processed and your payment will be returned. Any questions regarding billing or refunding should be directed to Customer Service.

\* If your credit card is declined, your appointment will automatically be canceled. Upon notification of the cancellation, you will be responsible for rescheduling your test appointment using a valid form of payment.

## OBSERVED TESTING VIOLATIONS

The GMAT® is administered under strict supervision and security measures. However, some test takers may disregard the rules to gain an unfair advantage. Please report to ETS® any questionable behavior you observe, such as a test taker receiving assistance or copying from another test taker, taking a test for someone else, having access to secure test questions before the exam, or using notes or unauthorized aids. All information will be held strictly confidential.

E-mail	■ <a href="mailto:tsreturns@ets.org">tsreturns@ets.org</a>
Fax	■ 1-609-406-9709
Telephone	■ 1-800-353-8570 (U.S. only) 1-609-406-5430
Mail	■ Office of Testing Integrity Educational Testing Service Mail Stop 37-Z Princeton, NJ 08541, USA

## Test Takers With Disabilities

The GMAT® program is committed to serving test takers with disabilities by providing services and reasonable accommodations that will provide access to the GMAT®. Nonstandard testing accommodations are available for test takers who meet GMAT® eligibility criteria. To register as a test taker with a disability, you need to obtain a copy of the *Supplement for Test Takers With Disabilities*. You can order a copy by using one of the communication methods listed below, or download it from the Web site.

Web site	■ <a href="http://www.mba.com">www.mba.com</a>
E-mail	■ <a href="mailto:stassd@ets.org">stassd@ets.org</a>
Fax	■ 1-609-771-7165
Telephone	■ 1-609-771-7780
TTY	■ 1-609-771-7714
Mail	■ GMAT Disability Services Educational Testing Service PO Box 6054 Princeton, NJ 08541, USA

## Scheduling Your Appointment

Admission deadlines for graduate schools vary. Check with the schools to which you are applying and make your test appointment early enough to allow your scores to be reported before the schools' application deadlines.

In the United States, it may be possible to schedule your appointment within a few days of taking the test, but popular dates (especially weekends) fill up quickly. In other countries, the GMAT® may be offered only once a year, so advanced planning is essential.

If you require nonstandard testing accommodations, please refer to “Test Takers With Disabilities” on page 6.

**When scheduling your test appointment, be sure that the spelling of your name matches the name printed on the identification you will present at the test center. If this information does not match, you will NOT be admitted and your test fee will be forfeited.**

If an error occurs when you schedule a GMAT® appointment, ETS® will make every effort to correct the error. If the error cannot be corrected, your only recourse is to reschedule your appointment at no additional fee or receive a refund.

### U.S., U.S. TERRITORIES, PUERTO RICO, CANADA

To register, you must first select a test center location. Test centers operate on their own schedules and can accommodate varying numbers of test takers throughout the day. To choose the most convenient location for you to take the GMAT®, refer to the Test Center List on page I0.

Once you have decided where to take the test, you will need to schedule a GMAT® appointment, using one of three methods—online, by phone, or by mail. Available time slots change continuously as people register for the test. You will find out what times are available at your chosen test center when you register.

**Online:** You may schedule your test appointment online at [www.mba.com](http://www.mba.com). If you have not already registered as a user of the Web site, you will be required to do so before you make your test appointment. Be sure to enter your name exactly as it appears on the identification you will present at the test center. Fee payments for online test appointments can only be made by credit card (see “Test Fees” on page 6).

**Phone:** To schedule your test appointment by phone:

- call **1-800-GMAT-NOW** (1-800-462-8669), or
- call 1-800-529-3590, if using TTY.

Fee payments for test appointments made by phone can only be made by credit card (see “Test Fees” on page 6).

**Mail:** To schedule your appointment by mail, complete the Voucher Request Form located on page ii in the center of the *Bulletin* and mail it—with appropriate payment (see “Test Fees” on page 6)—to the customer service address on page 6. *Requests received without payment will be returned unprocessed.*

You will receive an authorization voucher by return mail in approximately two to four weeks. Once you receive your voucher,

you will need to call to schedule an appointment (see instructions under “Phone” above).

### INTERNATIONAL LOCATIONS

To register, you must first select a test center location. Most test centers are in permanent locations and offer the computer-adaptive GMAT® throughout the year. Some test centers are mobile (temporary) and offer the computer-adaptive GMAT® on a very limited schedule. In a few cities, supplementary test centers offer a paper-based version of the test once a year.

Registration instructions vary by type of test center. To find out whether your desired test location is a permanent, mobile, or supplementary test center, refer to the International Test Center Locations List on page I2.

You may register for a **permanent (P)** test center online, by phone, by fax, or by mail. You may register for a **mobile (M)** test center by phone, fax, or mail. You may preregister for a **supplementary (S)** test center by fax or mail only.

**Online:** You may schedule your appointment for a **permanent** test center online at [www.mba.com](http://www.mba.com). If you have not already registered as a user of the Web site, you will be required to do so before you make your test appointment. Be sure to enter your name exactly as it appears on the identification you will present at the test center. Fee payments for online test appointments can only be made by credit card (see “Test Fees” on page 6).

**Phone:** To schedule your appointment for a **permanent** or **mobile** test center by phone, you must call the Regional Registration Center (RRC) responsible for your desired test location. The International Test Center Locations List on page I2 shows which RRC you will need to contact. Find your desired test center on the list. Then, locate the RRC number next to it and refer to the International Regional Registration Centers List on page I6 for the phone number of that RRC.

Call the RRC at least three business days before your preferred test date. Your confirmation number, appointment time, and the address of your test center will be given to you at that time. Fee payments for test appointments made by phone can only be made by credit card (see “Test Fees” on page 6).

**Fax or Mail:** To schedule your appointment for a **permanent** or **mobile** test center by fax or mail, complete the International Test Scheduling Form located on page iii in the center of the *Bulletin* and send it—with appropriate payment (see “Test Fees” on page 6)—to the RRC responsible for the test location you have chosen. *Requests received without payment will be returned unprocessed.* You will receive your confirmation number, appointment time, and the test center address by fax, e-mail, or mail. Call the RRC if you do not receive confirmation of your appointment at least three business days before the earliest test date listed on your form.

For a **supplementary** test center, complete the Supplementary Test Center Preregistration Form on page v in the center of the *Bulletin* and mail or fax it to ETS® by the appropriate deadline date indicated on the form.

## Rescheduling or Canceling Your Appointment

If you decide to *reschedule* your test appointment, you can do so online or by phone (follow the instructions in “Scheduling Your Appointment” above). You **must** reschedule your appointment **at least seven or more calendar days before** your scheduled appointment or your test fee will be forfeited. Appointments cannot be rescheduled beyond one year of the original appointment date, or six months beyond when you are rescheduling your appointment. You will be charged a rescheduling service fee for each appointment you choose to reschedule. Visit [www.mba.com](http://www.mba.com) to obtain current rescheduling fee information. The rescheduling fee is subject to change without notice.

If you decide to *cancel* your test appointment, you can do so online or by phone (follow the instructions in “Scheduling Your Appointment” above). You **must** cancel your appointment **at least seven or more calendar days before** your scheduled appointment or your test fee will be forfeited. You will receive a partial refund of your test fee if your cancellation request is received at least seven days prior to your scheduled appointment. Visit [www.mba.com](http://www.mba.com) to obtain current cancellation refund information. Refunds are made in U.S. dollars. If you paid by credit card, your account will be credited. Refund amounts are subject to change without notice.

# Steer Yourself in the Right Direction

**R**ev up your application by tapping into the power of CareerLeader®. This interactive, online self-assessment tool helps you define clear career directions that are uniquely yours, giving you a solid advantage when applying to schools. Successful applicants know that it takes more than strong numbers to make your application stand out from the crowd. Your CareerLeader® results provide direction that can move you forward—taking you to the places you really want to go. ▶ CareerLeader® was developed by two Harvard Business School career psychologists. Find out more about CareerLeader®,



understand more about yourself. Go to [www.mba.com](http://www.mba.com)

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**CareerLeader® assesses your  
interests, abilities & values  
to help you**

- Focus your career direction
- Find the schools that are the best match for you
- Write a compelling application
- Stand out in the interview process



## TEST CENTER LIST FOR UNITED STATES, U.S. TERRITORIES, PUERTO RICO, AND CANADA

Please note that there may be additions, deletions, or other changes to this list of test centers after the *Bulletin* has been printed. Visit [www.mba.com](http://www.mba.com) for current test center information.

### ALABAMA

Birmingham	(205)	871-7444
Decatur	(256)	350-8324
Dothan	(334)	677-6334
Mobile	(251)	344-6284
Montgomery	(334)	262-0043
Tuscaloosa	(205)	348-6760

### ALASKA

Anchorage	(907)	276-6007
Fairbanks	(907)	474-2737

### ARIZONA

Flagstaff	(928)	523-2261
Goodyear	(623)	932-7800
Phoenix	(602)	277-2302
Tempe	(480)	965-7146
Tucson	(520)	621-7589

### ARKANSAS

Arkadelphia	(870)	230-5470
Fayetteville	(479)	575-2743
Fort Smith	(479)	484-0702
Jonesboro	(870)	972-2038
Little Rock	(501)	663-8280

### CALIFORNIA

Alameda	(510)	521-2843
Anaheim Hills	(714)	637-7894
Arcata	(707)	826-5666
Atascadero	(805)	462-8308
Brea/Fullerton	(714)	255-1141
Camarillo	(805)	389-6595
Chico	(530)	898-6218
Culver City	(310)	337-6696
Diamond Bar	(909)	861-1146
Fair Oaks	(916)	961-7323
Fresno	(559)	278-8362
Gardena	(310)	329-1844
Glendale	(818)	246-8023
Irvine	(949)	552-0563
La Mesa	(619)	668-1211
Rancho Cucamonga	(909)	466-5136
Redlands	(909)	792-2145
Riverside	(909)	353-8600
San Diego	(858)	526-0858
San Diego	(619)	594-0968
San Francisco	(415)	362-1311
San Jose	(408)	246-0072
San Luis Obispo	(805)	756-1551
Santa Rosa	(707)	579-5163
South San Francisco	(650)	244-9558

### COLORADO

Boulder	(303)	735-2044
Colorado Springs	(719)	559-4586
Denver	(303)	352-3085
Englewood/ Greenwood Villa	(720)	493-5254
Fort Collins	(970)	491-5060
Grand Junction	(970)	255-2750
Greenwood Village/ Englewood	(720)	493-5254
Longmont	(303)	485-3218

### CONNECTICUT

Glastonbury	(860)	633-7236
Hamden	(203)	287-9677
Norwalk	(203)	847-0031

### DELAWARE

Newark	(302)	831-6717
Wilmington	(302)	998-3817

### DISTRICT OF COLUMBIA

Washington	(202)	833-2005
Washington	(202)	806-6428

### FLORIDA

Casselberry	(407)	671-2332
Coral Springs	(954)	340-2750

### FLORIDA (cont'd)

Fort Myers	(941)	275-1130
Gainesville	(352)	371-6891
Jacksonville	(904)	739-3000
Jacksonville	(904)	620-1973
Maitland	(407)	875-8118
Miami	(305)	237-1015
Miami	(305)	284-8378
Miami/Davie	(954)	423-0782
Pensacola	(850)	473-7339
Sarasota	(941)	923-9399
Tallahassee	(850)	386-8707
Tampa	(813)	289-1246
Tampa	(813)	974-9634
Temple Terrace	(813)	989-9988

### GEORGIA

Albany	(229)	430-1631
Athens	(706)	542-8378
Atlanta	(770)	394-2330
Atlanta	(770)	493-6743
Atlanta	(404)	651-3816
Augusta	(706)	854-8378
Columbus	(706)	565-3562
Jonesboro	(770)	478-5356
Macon	(478)	405-7423
Marietta	(770)	980-1117
Savannah	(912)	355-2267
Valdosta	(229)	245-1069

### HAWAII

Hilo	(808)	974-7370
Honolulu	(808)	441-5095
Honolulu	(808)	956-3454

### IDAHO

Garden City	(208)	321-7422
Moscow	(208)	885-6716
Pocatello	(208)	282-4506

### ILLINOIS

Carbondale	(618)	529-4664
Champaign	(217)	244-1342
Chicago	(312)	641-7300
Homewood	(708)	798-0238
Northbrook	(847)	559-2461
Peoria	(309)	683-4653
Springfield	(217)	546-0381
Sycamore	(815)	748-0074

### INDIANA

Bloomington	(812)	856-0684
Evansville	(812)	479-6855
Fort Wayne	(260)	481-4153
Indianapolis	(317)	257-7546
Indianapolis	(317)	486-4541
Lafayette	(765)	447-0626
Mishawaka	(574)	254-1055
Muncie	(765)	285-1279
Terre Haute	(812)	232-6348

### IOWA

Ames	(515)	294-6214
Bettendorf	(563)	359-1001
Cedar Falls	(319)	273-6023
Iowa City	(319)	335-0355
Sioux City	(712)	274-6443
Urbandale	(515)	867-8500

### KANSAS

Lawrence	(785)	864-2772
Pittsburg	(620)	235-4173
Topeka	(785)	272-7500
Wichita	(316)	651-5350

### KENTUCKY

Lexington	(859)	268-3338
Louisville	(502)	423-0478
Murray	(270)	762-6851

### LOUISIANA

Baton Rouge	(225)	293-8489
Baton Rouge	(225)	578-9487
Bossier City	(318)	742-7349
Metairie	(504)	834-2155
Monroe	(318)	342-5349
New Orleans	(504)	280-1092

### MAINE

Orono	(207)	581-1708
South Portland	(207)	775-5812

### MARYLAND

Baltimore	(443)	923-6400
Bethesda	(301)	718-9893
College Park	(301)	314-0319
Columbia	(410)	740-8137
Frostburg	(301)	687-7990
Lanham	(301)	552-3400
Pikesville	(410)	486-9045
Salisbury	(410)	341-4100
Towson	(410)	823-9788
Towson	(410)	823-8724

### MASSACHUSETTS

Boston	(617)	345-8980
Braintree	(781)	380-3876
Bridgewater	(508)	531-1780
Brookline	(617)	264-4152
Burlington	(781)	221-7860
East Longmeadow	(413)	525-4901
Worcester	(508)	853-7250

### MICHIGAN

Ann Arbor	(734)	477-6970
Ann Arbor	(734)	477-6974
Detroit	(313)	577-0751
East Lansing	(517)	355-8278
Grand Rapids	(616)	957-0368
Lansing	(517)	372-7413
Livonia	(734)	462-2750
Mt. Pleasant	(989)	774-1092
Portage	(269)	321-8351
Troy	(248)	643-7323

### MINNESOTA

Bemidji	(218)	755-2075
Duluth	(218)	723-1494
Edina	(952)	820-5010
Minneapolis	(612)	624-5520
Moorhead	(218)	477-2118
Rochester	(507)	292-9713
Saint Cloud	(320)	654-5456
Woodbury	(651)	702-6791

### MISSISSIPPI

Hattiesburg	(601)	266-6123
Jackson	(601)	366-6400
Mississippi State	(662)	325-6610
Tupelo	(662)	844-2998

### MISSOURI

Ballwin	(636)	394-7742
Columbia	(573)	884-0911
Hazelwood	(314)	895-1887
Jefferson City	(573)	636-2485
Kansas City	(816)	235-1635
Kirkville	(660)	785-4438
Lee's Summit	(816)	524-4495
Saint Joseph	(816)	671-9900
Saint Louis	(314)	977-2963
Springfield	(417)	882-0740

### MONTANA

Billings	(406)	656-4646
Bozeman	(406)	994-6984
Helena	(406)	443-9205
Missoula	(406)	243-6257

## NEBRASKA

Columbus	(402)	564-2862
Kearney	(308)	865-8054
Lincoln	(402)	423-8833
Omaha	(402)	334-9449
Omaha	(402)	554-4800

## NEVADA

Las Vegas	(702)	889-4132
Reno	(775)	829-2700

## NEW HAMPSHIRE

Lebanon	(603)	448-2445
Nashua	(603)	546-1500
Portsmouth	(603)	433-6800

## NEW JERSEY

Deptford	(856)	384-4744
Edison	(732)	248-5469
Fair Lawn	(201)	475-1670
Hamilton	(609)	631-9794
Toms River	(732)	349-4609
Union	(908)	964-2862

## NEW MEXICO

Albuquerque	(505)	296-0609
Roswell	(505)	624-7227

## NEW YORK

Albany	(518)	438-6762
Brooklyn Heights	(718)	222-1277
Buffalo	(716)	565-0570
Buffalo	(716)	645-2232
East Syracuse	(315)	433-9038
Garden City	(516)	746-7367
Ithaca	(607)	277-4821
Lynbrook	(516)	825-4407
Melville	(631)	845-9063
Midtown/ New York	(212)	986-5661
New York/ Penn Plaza	(212)	631-0020
New York/ Penn Plaza	(212)	760-1137
Rego Park	(718)	997-6356
Rochester	(585)	385-4810
Rochester	(585)	475-5309
Staten Island	(718)	980-3079
Vestal	(607)	798-1715
Wappingers Falls	(845)	298-8378
White Plains	(914)	289-0437

## NORTH CAROLINA

Asheville	(828)	253-4224
Boone	(828)	262-6801
Charlotte	(704)	364-4126
Charlotte	(704)	364-8745
Durham	(919)	530-7490
Fayetteville	(910)	672-1299
Greensboro	(336)	854-4230
Greenville	(252)	756-0342
Raleigh	(919)	846-1933
Wilmington	(910)	392-0891
Wilmington	(910)	962-7444

## NORTH DAKOTA

Bismarck	(701)	223-0010
Fargo	(701)	293-1234

## OHIO

Athens	(740)	597-1537
Centerville	(937)	435-8417
Cincinnati	(513)	671-7030
Cincinnati	(513)	556-7173
Cleveland	(216)	368-1030
Columbus	(614)	292-2241
Columbus/ Worthington	(614)	431-2083
Mentor	(440)	255-0055
Niles	(330)	652-1886
Stow	(330)	922-5587
Strongsville	(440)	238-0530
Toledo	(419)	530-3266

## OKLAHOMA

Oklahoma City	(405)	843-8378
Stillwater	(405)	744-5958
Tulsa	(918)	747-9333

## OREGON

Eugene	(541)	485-4589
Eugene	(541)	346-2772
Milwaukie	(503)	659-0486
Portland	(503)	254-4159

## PENNSYLVANIA

Allentown	(610)	791-5320
Clarks Summit	(570)	586-2254
Erie	(814)	864-6100
Harrisburg	(717)	652-0143
Indiana	(724)	357-4994
Lancaster	(717)	392-2193
North Wales	(215)	412-7822
Philadelphia	(215)	238-8380
Pittsburgh	(412)	247-4463
Pittsburgh	(412)	367-4620
Pittsburgh	(412)	624-9103
York	(717)	755-7471

## RHODE ISLAND

Warwick	(401)	738-9172
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## SOUTH CAROLINA

Charleston	(843)	766-5599
Columbia	(803)	354-9221
Columbia	(803)	777-2782
Greenville	(864)	676-1506
Myrtle Beach	(843)	349-4004

## SOUTH DAKOTA

Sioux Falls	(605)	362-4875
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## TENNESSEE

Chattanooga	(423)	894-6249
Clarksville	(931)	647-2003
Franklin	(615)	790-5018
Jackson	(731)	425-3297
Johnson City	(423)	439-7842
Knoxville	(865)	690-2677
Madison	(615)	860-0376
Martin	(731)	587-7719
Memphis	(901)	756-1425
Memphis	(901)	678-1457
Nashville	(615)	963-7386

## TEXAS

Abilene	(325)	698-7858
Amarillo	(806)	463-2379
Austin	(512)	441-1978
Austin	(512)	232-2643
Beaumont	(409)	899-9798
Brownsville	(956)	544-8875
College Station	(979)	862-7992
Corpus Christi	(361)	993-3793
Dallas	(972)	385-1181
Denton	(940)	369-7617
Edinburg	(956)	316-2396
El Paso	(915)	587-7323
Ft. Worth/ Arlington	(817)	572-6690
Houston	(281)	879-9060
Houston	(281)	280-0077
Houston	(713)	743-5386
Houston	(713)	313-7386
Kingwood	(281)	361-9243
Lubbock	(806)	742-3671
Mesquite	(972)	686-3310
Midland	(432)	520-9418
Nacogdoches	(936)	468-3958
San Antonio	(210)	494-7263
San Antonio	(210)	431-4370
Sugar Land	(281)	491-9200
Sugar Land	(281)	491-9202
Waco	(254)	772-2467
Wichita Falls	(940)	397-4676

## UTAH

Logan	(435)	797-1004
Ogden	(801)	394-5990
Orem	(801)	226-5544
Salt Lake City	(801)	581-7310

## VERMONT

Williston	(802)	872-0251
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## VIRGINIA

Fairfax	(703)	204-9060
Fairfax	(703)	993-2390
Glen Allen	(804)	346-8777
Lynchburg	(434)	832-0778
Newport News	(757)	873-0208
Norfolk	(757)	455-3126
Roanoke	(540)	344-3688

## WASHINGTON

Ellensburg	(509)	963-1847
Mountlake Terrace	(425)	697-3798
Puyallup	(253)	848-0771
Spokane	(509)	467-8715

## WEST VIRGINIA

Charleston	(304)	345-1986
Huntington	(304)	696-2604
Morgantown	(304)	293-0699

## WISCONSIN

Eau Claire	(715)	836-5070
Fox Point	(414)	540-2223
La Crosse	(608)	785-8968
Madison	(608)	231-6270
New Berlin	(262)	796-0836
Oshkosh	(920)	424-1433
Racine	(262)	554-9009
Stevens Point	(715)	346-4472

## WYOMING

Casper	(307)	472-4888
Laramie	(307)	766-2188

## U.S. TERRITORIES AND

### PUERTO RICO

GUAM		
Hagatna	(671)	475-5000

### PUERTO RICO

Guaynabo	(787)	706-7620
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### VIRGIN ISLANDS

Saint Croix	(340)	773-5751
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## CANADA

### ALBERTA

Calgary	(403)	777-1365
Edmonton	(780)	415-4164

### BRITISH COLUMBIA

Coquitlam	(604)	464-6401
Richmond	(604)	231-1966
Vancouver	(604)	827-5407
Victoria	(250)	472-4501

### MANITOBA

Winnipeg	(204)	988-5055
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### NEWFOUNDLAND

Saint John's	(709)	737-3400
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### NOVA SCOTIA

Halifax	(902)	422-8378
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### ONTARIO

Cambridge	(519)	622-4479
London	(519)	657-4124
Ottawa	(613)	745-8391
Toronto	(416)	236-2629
Toronto	(416)	250-5630
Whitby	(905)	404-1818
Windsor	(519)	973-7051

### QUEBEC

Montreal	(514)	876-8818
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### SASKATCHEWAN

Saskatoon	(306)	978-0414
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## INTERNATIONAL TEST CENTER LOCATIONS

Below is a list of the countries in which the GMAT<sup>®</sup> is offered. After you have selected the country and city in which you would like to test, refer to the “Test Center Type” and “Test Dates” columns below for important information about test availability.

### TEST CENTER TYPES:

**P = Permanent Test Center:** Testing is available throughout the year. Contact the appropriate Regional Registration Center (RRC) listed on page I6 to schedule your test appointment, or register online at [www.mba.com](http://www.mba.com).

**M = Mobile Test Center:** Testing is limited to the month(s) indicated, and possibly for only two days during the month. Contact the appropriate RRC (see page I6) **immediately** to determine available test dates and times.

**S = Supplementary Test Center:** A paper-based version of the GMAT<sup>®</sup> is offered once a year at supplementary test centers. To preregister for a supplementary test administration, you must complete the form on page v in the center of the *Bulletin*.

**Note:** There may be additions, deletions, or other changes to the list of international test centers after the *Bulletin* has been printed. Contact the RRC or visit [www.mba.com](http://www.mba.com) for current information.

Country	City	RRC#	Test Center Number	Test Center Type	Test Dates
ALBANIA	Tirana	N/A	00700	S	October 2004† & October 2005†
ARGENTINA	Buenos Aires	5	8303	P	Year-round
ARMENIA	Yerevan	12	8955	P	Year-round
AUSTRALIA	Melbourne	6	8408	P	Year-round
	Perth	N/A	00221	S	October 2004† & October 2005†
	Sydney	6	8401	P	Year-round
AZERBAIJAN	Baku	N/A	00398	S	February 2005†
BAHAMAS	Freeport	N/A	00194	S	October 2004† & October 2005†
BAHRAIN	Juffair	N/A	00394	S	October 2004† & October 2005†
BANGLADESH	Dhaka	6	8815	P	Year-round
BARBADOS	Bridgetown	N/A	00979	S	October 2004† & October 2005†
BELARUS	Minsk	N/A	00686	S	February 2005†
BELGIUM	Brussels	12	8005	M	December 2004 ▲, April 2005 ▲, & December 2005 ▲
BELIZE	Belize City	N/A	00080	S	October 2004† & October 2005†
BOLIVIA	La Paz	5	8314	P	Year-round
BOSNIA & HERZEGOVINA	Sarajevo	N/A	00136	S	October 2004† & October 2005†
BOTSWANA	Gaborone	9	8218	P	Year-round
BRAZIL	Belo Horizonte	5	8365	P	Year-round
	Brasília	5	8317	P	Year-round
	Curitiba	5	8318	P	Year-round
	Porto Alegre	5	8324	P	Year-round
	Recife	5	8325	P	Year-round
	Rio de Janeiro	5	8326	P	Year-round
	Sao Paulo	5	8328	P	Year-round
BULGARIA	Sofia	12	8007	P	Year-round
CAMEROON	Yaounde	N/A	00630	S	October 2004† & October 2005†
CHILE	Santiago	5	8329	P	Year-round
CHINA, People's Republic of	Beijing	13	8501	P	Year-round
	Beijing Suzhoujie	13	8528	P	Year-round
	Chang Sha	13	8502	P	Year-round
	Chengdu	13	8503	P	Year-round
	Dalian	13	8504	P	Year-round
	Guangzhou	13	8505	P	Year-round
	Harbin	13	8506	P	Year-round
	Jinan	13	8507	P	Year-round
	Kunming	13	8508	P	Year-round
	Nanjing	13	8513	P	Year-round
	Shanghai	13	8516	P	Year-round
	Wuhan	13	8522	P	Year-round
	Xiamen	13	8523	P	Year-round
	Xi'an	13	8524	P	Year-round
COLOMBIA	Barranquilla	N/A	00051	S	October 2004† & October 2005†
	Bogota	5	8331	P	Year-round
	Cali	5	8360	P	Year-round
	Medellin	N/A	00646	S	October 2004† & October 2005†

† Complete the preregistration form on page v in the center of the *Bulletin*.

▲ Testing is limited to the month(s) indicated, and possibly for only two days.

Country	City	RRC#	Test Center Number	Test Center Type	Test Dates
COSTA RICA	San Jose	5	8335	M	December 2004 ▲ & December 2005 ▲
CROATIA	Zagreb	12	8009	P	Year-round
CYPRUS	Nicosia, Athalassa Avenue	N/A	00623	S	October 2004† & October 2005†
	Nicosia, Sehit Kubilay Altayli St.	N/A	00282	S	October 2004† & October 2005†
CZECH REPUBLIC	Prague	12	8014	P	Year-round
DENMARK	Copenhagen	12	8015	M	November 2004 ▲, April 2005 ▲, & November 2005 ▲
DOMINICAN REPUBLIC	Santo Domingo	5	8336	P	Year-round
ECUADOR	Guayaquil	N/A	00477	S	October 2004† & October 2005†
	Quito	5	8338	M	November 2004 ▲ & November 2005 ▲
EGYPT	Cairo	7	8708	P	Year-round
EL SALVADOR	San Salvador	N/A	00532	S	October 2004† & October 2005†
ERITREA	Asmara	N/A	00032	S	October 2004† & October 2005†
ESTONIA	Tallinn	N/A	00056	S	October 2004† & October 2005†
ETHIOPIA	Addis Ababa	N/A	00006	S	October 2004† & October 2005†
FINLAND	Helsinki	12	8022	P	Year-round
FRANCE	Paris	12	8028	P	Year-round
	Toulouse	12	8033	P	Year-round
GAZA STRIP	Gaza	N/A	00216	S	October 2004† & October 2005†
GEORGIA	Tbilisi	12	8958	P	Year-round
GERMANY	Berlin	12	8034	P	Year-round
	Frankfurt	12	8035	P	Year-round
	Munich	12	8037	P	Year-round
GHANA	Accra	9	8238	P	Year-round
GREECE	Athens	12	8038	P	Year-round
	Thessaloniki	12	8039	P	Year-round
GUATEMALA	Guatemala City	5	8344	P	Year-round
HONDURAS	Tegucigalpa	N/A	00566	S	October 2004† & October 2005†
HONG KONG	Hong Kong	6	8591	P	Year-round
HUNGARY	Budapest	12	8042	P	Year-round
ICELAND	Keflavik	N/A	00481	S	October 2004† & October 2005†
INDIA	Ahmadabad	14	8902	P	Year-round
	Allahabad	14	8903	P	Year-round
	Bangalore	14	8904	P	Year-round
	Calcutta	14	8906	P	Year-round
	Chennai	14	8909	P	Year-round
	Hyderabad	14	8908	P	Year-round
	Mumbai	14	8921	P	Year-round
	New Delhi	14	8913	P	Year-round
Trivandrum	14	8912	P	Year-round	
INDONESIA	Jakarta	6	8801	P	Year-round
IRELAND	Dublin	12	8044	P	Year-round
ISRAEL	Tel Aviv	12	8049	P	Year-round
ITALY	Milan Poli	12	8153	P	Year-round
	Rome	12	8055	M	February 2005 ▲
JAMAICA	Kingston	5	8352	M	July 2004 ▲, April 2005 ▲, & July 2005 ▲
JAPAN	Okinawa	N/A	00548	S	October 2004† & October 2005†
	Osaka	3	8605	P	Year-round
	Tokyo, Kayabacho	3	8601	P	Year-round
	Tokyo, Temple University	3	8611	P	Year-round
	Yokohama	3	8612	P	Year-round
JORDAN	Amman	7	8712	P	Year-round
KAZAKHSTAN	Alma-Ata	12	8959	P	Year-round
KENYA	Nairobi	9	8282	P	Year-round
KOREA	Seoul, Jongno	4	8683	P	Year-round
	Seoul, Mapo	4	8687	P	Year-round
	Taegu	4	8682	P	Year-round
KUWAIT	Kuwait City	7	8714	P	Year-round
KYRGYZSTAN	Bishkek	N/A	00458	S	February 2005†
LATVIA	Riga	N/A	00497	S	October 2004† & October 2005†

† Complete the preregistration form on page v in the center of the *Bulletin*.  
 ▲ Testing is limited to the month(s) indicated, and possibly for only two days.

Country	City	RRC#	Test Center Number	Test Center Type	Test Dates
LEBANON	Beirut	7	8716	P	Year-round
LIBERIA	Monrovia	N/A	00384	S	October 2004† & October 2005†
LITHUANIA	Vilnius	12	8058	P	Year-round
MALAWI	Zomba	N/A	00085	S	October 2004† & October 2005†
MALAYSIA	Kuala Lumpur	6	8851	P	Year-round
MAURITIUS	Les Pailles	9	8255	P	Year-round
MEXICO	Guadalajara	5	8355	P	Year-round
	Mexico City	5	8362	P	Year-round
	Monterrey	5	8371	P	Year-round
MOLDOVA	Chisinau	N/A	00557	S	February 2005†
MONGOLIA	Ulaanbaatar	N/A	00228	S	October 2004† & October 2005†
MOROCCO	Rabat	7	8717	M	February 2005 ▲
MYANMAR	Yangon	N/A	00480	S	October 2004† & October 2005†
NEPAL	Kathmandu	6	8914	P	Year-round
NETHERLANDS	Arnhem	12	8002	P	Year-round
NEW ZEALAND	Auckland	N/A	00019	S	October 2004† & October 2005†
	Christchurch	N/A	00121	S	October 2004† & October 2005†
NICARAGUA	Managua	N/A	00388	S	October 2004† & October 2005†
NIGERIA	Abuja	9	8259	P	Year-round
	Lagos	9	8263	P	Year-round
NORWAY	Oslo	12	8068	M	December 2004 ▲, February 2005 ▲, & December 2005 ▲
OMAN	Muscat	N/A	00400	S	October 2004† & October 2005†
PAKISTAN	Islamabad	6	8782	P	Year-round
	Karachi	6	8781	P	Year-round
	Lahore	6	8783	P	Year-round
PANAMA	Panama City	N/A	00435	S	October 2004† & October 2005†
PARAGUAY	Asuncion	N/A	00478	S	October 2004† & October 2005†
PERU	Lima	5	8377	P	Year-round
PHILIPPINES	Cebu City	6	8473	P	Year-round
	Manila	6	8475	P	Year-round
POLAND	Warsaw	12	8073	P	Year-round
PORTUGAL	Lisbon	12	8074	P	Year-round
QATAR	Doha	N/A	00163	S	October 2004† & October 2005†
ROMANIA	Bucharest	12	8076	P	Year-round
RUSSIA	Moscow	12	8951	P	Year-round
	Novosibirsk	N/A	00732	S	February 2005†
	St. Petersburg	12	8953	P	Year-round
	Vladivostok	N/A	00609	S	February 2005†
	Yekaterinburg	N/A	00834	S	February 2005†
SAUDI ARABIA	Dammam – Men	7	8722	P	Year-round
	Dammam – Women	7	8742	P	Year-round
	Riyadh – Men	N/A	00252	S	October 2004† & October 2005†
	Riyadh – Women	N/A	00253	S	October 2004† & October 2005†
SINGAPORE	Singapore	6	8855	P	Year-round
SOUTH AFRICA	Cape Town	9	8205	P	Year-round
	Johannesburg	9	8201	P	Year-round
SPAIN	Barcelona	12	8085	P	Year-round
	Madrid	12	8087	P	Year-round
	Pamplona	N/A	00116	S	October 2004† & October 2005†
SRI LANKA	Colombo	N/A	00119	S	October 2004† & October 2005†
SWEDEN	Stockholm	12	8097	M	November 2004 ▲, April 2005 ▲, & November 2005 ▲
SWITZERLAND	Geneva	12	8099	P	Year-round
	Zurich	12	8103	M	October 2004 ▲, January 2005 ▲, May 2005 ▲, & October 2005 ▲
SYRIA	Damascus	N/A	00143	S	October 2004† & October 2005†
TAIWAN	Kaohsiung	6	8587	P	Year-round
	Taipei	6	8581	P	Year-round
	Taipei, Annex	6	8583	P	Year-round
TAJIKISTAN	Dushanbe	N/A	00563	S	February 2005†
TANZANIA	Dar es Salaam	9	8269	P	Year-round

† Complete the preregistration form on page v in the center of the *Bulletin*.

▲ Testing is limited to the month(s) indicated, and possibly for only two days.

Country	City	RRC#	Test Center Number	Test Center Type	Test Dates
THAILAND	Bangkok	6	8461	P	Year-round
	Chiang Mai	N/A	00188	S	October 2004† & October 2005†
TRINIDAD & TOBAGO	Port-of-Spain	N/A	00985	S	October 2004† & October 2005†
TUNISIA	Tunis	N/A	00574	S	October 2004† & October 2005†
TURKEY	Ankara	12	8703	P	Year-round
	Istanbul	12	8171	P	Year-round
	Izmir	12	8705	P	Year-round
TURKMENISTAN	Ashgabat	N/A	00327	S	February 2005†
UGANDA	Kampala	9	8274	P	Year-round
UKRAINE	Kiev	12	8964	P	Year-round
UNITED ARAB EMIRATES	Dubai	7	8733	P	Year-round
UNITED KINGDOM	Glasgow, Scotland	N/A	00219	S	October 2004† & October 2005†
	London, England	12	8017	P	Year-round
	Twickenham, England	12	8101	P	Year-round
	Manchester, England	12	8018	M	December 2004 ▲ & December 2005 ▲
URUGUAY	Montevideo	N/A	00374	S	October 2004† & October 2005†
UZBEKISTAN	Tashkent	12	8966	P	Year-round
VENEZUELA	Caracas	5	8385	P	Year-round
VIETNAM	Hanoi	6	8476	M	December 2004 ▲, April 2005 ▲, & December 2005 ▲
	Ho Chi Minh City	N/A	00220	S	October 2004† & October 2005†
WEST BANK	Ramallah	7	8735	P	Year-round
YEMEN	Sana'a	N/A	00518	S	October 2004† & October 2005†
YUGOSLAVIA	Beograd	N/A	00049	S	October 2004† & October 2005†
ZIMBABWE	Harare	9	8277	P	Year-round

† Complete the preregistration form on page v in the center of the *Bulletin*.

▲ Testing is limited to the month(s) indicated, and possibly for only two days.

## INTERNATIONAL REGIONAL REGISTRATION CENTERS (RRCs)

**Region 1:** Appointments for Region I are currently being processed by the RRC for Region 6.

**Region 2:** Appointments for Region 2 are currently being processed by the RRC for Region 6.

**Region 3:** R- Prometric K.K.  
Kayabacho Tower 15F  
1-21-2 Shinkawa Chuo-Ku  
Tokyo 104-0033  
JAPAN  
**Phone:** +81-3-5541-4800  
**Fax:** +81-3-5541-4810  
**Web:** www.prometric-jp.com

**Region 4:** Korean-American Educational Commission (KAEC)/Prometric  
M.P.O. Box 112\*  
Seoul, 121-600  
REPUBLIC OF KOREA  
**Phone:** +82-2-3211-1233  
**Fax:** +82-2-3275-4029  
**E-mail:** cbtkorea@fulbright.or.kr  
**Web:** www.etskorea.or.kr

**Region 5:** Prometric  
Suite 200  
3110 Lord Baltimore Dr.  
Baltimore, MD 21244  
USA  
**Phone:** +1-443-923-8160  
**Fax:** +1-443-923-8569  
**E-mail:** Not available

**Region 6:** Prometric  
PO Box 12964\*  
50794 Kuala Lumpur  
MALAYSIA  
**Phone:** +60-3-7628-3333  
**Fax:** +60-3-7628-3366  
**E-mail:** searrc@thomson.com

**Region 7:** Thomson Prometric  
Attn: PTC Registrations  
Middle East  
PO Box 2024\*  
8203 AA Lelystad  
THE NETHERLANDS  
**Phone:** +31-320-239-530  
**Fax:** +31-320-239-531  
**E-mail:** meregs@thomson.com

**Region 8:** Appointments for Region 8 are currently being processed by the RRC for Region 6.

**Region 9:** Thomson Prometric  
Attn: PTC Registrations Africa  
PO Box 2024\*  
8203 AA Lelystad  
THE NETHERLANDS  
**Phone:** +31-320-239-593  
**Fax:** +31-320-239-886  
**E-mail:** zaregs@thomson.com

**Region 10:** Appointments for Region 10 are currently being processed by the RRC for Region 6.

**Region 11:** Appointments for Region 11 are currently being processed by the RRC for Region 6.

**Region 12:** Thomson Prometric  
Attn: PTC Registrations Europe  
PO Box 2024\*  
8203 AA Lelystad  
THE NETHERLANDS  
**Phone:** +31-320-239-540  
**Fax:** +31-320-239-541  
**E-mail:** euregs@thomson.com

**Region 13:** NEEA/Prometric  
PO Box 8717\*  
Beijing 100080  
PEOPLE'S REPUBLIC OF CHINA  
**Phone:** +86-10-8261-9995  
**Fax:** +86-10-6251-5002  
**E-mail:** rrc.ptc@thomson.net.cn

**Region 14:** Prometric  
160-A, Senior Plaza, 3rd Floor  
Gautam Nagar  
Yusuf Sarai, Behind Indian  
Oil Building  
New Delhi 110049  
INDIA  
**Phone:** +91-11-26511649  
**Fax:** +91-11-26529741  
**Web:** www.prometricindia.com

**Note:** When calling an RRC that is located outside the country from which you are calling, you must dial your international access number first. E-mail addresses are for informational requests only.

\* If sending materials via express method, please contact the RRC for an alternate form of address.

# BE PREPARED.



## Go by the book.

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## Test Day

You should report to the test center at least 30 minutes prior to your scheduled appointment for sign-in procedures. If you arrive late, you may not be admitted and your fee will be forfeited.

When you arrive at the test be prepared with:

- acceptable identification (as described in “Identification Requirements” below)
- the names of the schools to which you want your scores sent (see “Selecting Your Score Report Recipients” on page 19)
- your authorization voucher from ETS®, if you made your appointment by mail in the United States, U.S. territories, Puerto Rico, or Canada

Test centers do not have large waiting areas. If friends or relatives accompany you to the test center, they will not be permitted to wait in the center or contact you while you are taking the test.

After you check in and before you enter the testing room, you will be asked to deposit personal items in a locker. Storage space is small, so please plan accordingly. Test centers assume no responsibility for personal belongings.

It is recommended that you dress in such a way that you can adapt to any room temperature.

On occasion, weather conditions or other circumstances beyond the test administrator’s or ETS’s control may require a delayed start or the rescheduling of your test appointment.

If *technical* problems at the test center necessitate canceling your test session or prevent reporting of your scores, you will be offered the opportunity to schedule another test appointment free of charge or receive a full refund of the original test fee.

Even though technical problems are generally not the fault of ETS®, you may also seek reimbursement for reasonable and documented expenses (for yourself only) associated with traveling to the test center. To request reimbursement, please contact customer service (see page 6) with the following information within 30 days of your original appointment: full name, date of birth, mailing address, daytime telephone number, e-mail address, original test date and appointment number, and a brief description of what occurred at the test center. ETS® will determine the appropriateness of the request. Approved reimbursements will be made in U.S. dollars.

### IDENTIFICATION REQUIREMENTS

You **MUST** present acceptable and valid identification (ID), as described below, to be admitted to the test center. ID requirements are strictly enforced. It is your responsibility to read and understand the instructions and requirements. If you do not present appropriate ID, you will not be admitted to the test center and your test fee will be forfeited. Admittance to the test center does not imply that the identification you presented was valid. If it is later determined that your ID was invalid, ETS® will cancel your test scores. Notification of the cancellation will also be sent to any institutions that received your scores, and your test fee will be forfeited. **Note:** If you cannot meet the following ID requirements, or if you have questions about them, you must contact the ETS® Office of Testing Integrity BEFORE you schedule your test appointment (e-mail: [tsreturns@ets.org](mailto:tsreturns@ets.org); telephone: 1-609-406-5430; fax: 1-609-406-9709).

At least one of the forms of identification listed below must be presented when you arrive at the test center. The ID must be current and must bear your **name** in the Roman alphabet (as is used in this *Bulletin*) exactly as provided when you made your test appointment. It must also include a recent, recognizable **photograph** and your **signature**. If the ID document you present does not include all three of the elements described above (name, photograph, and signature), or if the test administrator has reason to question the validity of your ID, you will be required to present additional ID that includes the missing or questionable element(s). The following are acceptable forms of ID that you may use at the test center.

- passport\*
- national identity card
- employee ID card
- student ID card
- letter confirming your identity
- driver’s license
- military ID card

} If this is your primary form of ID, you must also present a second form of ID.

If you do not have valid ID with your photograph on it, ask an official at the college or university you attend(ed) to verify your identity on official letterhead stationery. The letter must include your name, photograph, and signature. The official’s signature and job title and the institution seal (if available) must overlap your photo. A letter of identity is valid for only one year after the date issued.

\*Test takers in Bangladesh, Pakistan, and India are *required* to present valid passports.

If you do not possess ID that includes your photograph, the test administrator *may* (under certain conditions) accept ID that includes your physical description. **Note:** Unacceptable forms of ID include expired passports or driver’s licenses, social security cards, draft classification cards, and credit cards of any kind.

### TEST PROCEDURES AND REGULATIONS

The following procedures and regulations apply during the entire test administration, which begins at sign-in and ends at sign-out and includes breaks. Violations will be reported to ETS®.

- ID verification at the test center may include thumb-printing, photographing, videotaping, or other forms of electronic ID confirmation. If you refuse to participate, you will not be permitted to test and you will forfeit your test fee. **Note:** This is in addition to the requirement that you must present acceptable and valid identification.
- You will be asked to write and sign a confidentiality statement at the test center. Your signature is required. If you do not write and sign the statement, you will not be permitted to take the test and you will forfeit your test fee.
- You must sign your name whenever you enter or leave the testing room.
- No testing aids are permitted during the test session or during breaks. Aids include but are not limited to beepers, pagers, pens, calculators, watch calculators, books, pamphlets, notes, rulers, stereos or radios, telephones or cell phones, stop watches, watch alarms (including those with flashing lights or alarm sounds), dictionaries, translators, thesauruses, personal data assistants (PDAs), and any other electronic or photographic devices.

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- Testing must begin promptly once you are seated at the computer. Your test appointment is for approximately four hours.
- Two five-minute breaks are scheduled during the test administration. The time allowed for these breaks cannot be exceeded.
- Testing premises are subject to videotaping.
- You may not communicate with anyone about the content of the GMAT® while the test session is in progress or during breaks.
- You will not be permitted to leave the test center premises during the test session or during breaks.
- Access to telephones or cell phones will not be permitted during the test session or during breaks.
- You will not be allowed to eat, drink, or use tobacco while in the testing room, but will be permitted to do so during breaks. If you want to go outside to smoke during a scheduled break, you must inform the test administrator where you are going and you must remain in the immediate vicinity of the test center.
- The administrator will provide you with six pieces of scratch paper that may be replaced after you have used them all. You may not remove this paper from the testing room at any time. All scratch paper **MUST** be returned at the end of the test session.
- For the Analytical Writing Assessment (AWA) section of the GMAT®, you will be required to compose two original essays. Plagiarism in any form is not acceptable. ETS® reserves the right to cancel test scores when, in ETS's judgment, there is evidence of plagiarism.
- Removing or attempting to remove test content from the test center is prohibited. Under no circumstances may test content or any part of the test content be removed, reproduced, and/or disclosed by any means (e.g., hard copy, verbally, electronically) to any person or entity.
- You may not leave your workstation while timed sections of the test are being administered. If, due to an emergency, you must leave your seat during the test session, raise your hand and notify the test administrator. The timing for the test section you are working on will not stop during your absence. Repeated or lengthy departures from your workstation will be documented by the test administrator and will be reported to ETS®.
- If you have placed personal items—such as a cell phone, briefcase, or study materials—in a locker at the test center, you will not have access to these items during the test session or during breaks.
- Raise your hand and notify the test administrator if you believe you have a problem with your computer, need more scratch paper, or need the administrator for any other reason.
- Disruptive behavior in any form will not be tolerated. The test administrator has sole discretion in determining what constitutes disruptive behavior.
- The test administrator is authorized to dismiss you from a test session for attempting to take the test for someone else; failing to provide acceptable identification; giving or receiving unauthorized help; attempting to tamper with the operation of the computer; failing to adhere to any of the other procedures and regulations listed above; and for refusing to follow directions.

**Note:** ETS® reserves the right to take all action—including, but not limited to, barring you from future testing and/or canceling your scores—for failure to comply with the test procedures and regulations or the administrator's directions. If your scores are canceled, they will not be reported and your test fee will be forfeited. For additional information about cancellation of scores by ETS®, see page 21.

## Selecting Your Score Report Recipients

On the day of the GMAT®, you will be given the opportunity to select up to five schools to receive your score report. Your basic test registration fee covers the release of your scores only to the schools you select on test day. Once you have made your selection, you will not be able to change or delete the schools you have selected. If you do not choose five score recipients on test day, you will be charged a per-school fee to send your scores later.

Before test day, decide to which schools you want your GMAT® scores sent. See the Institution Code List on page 33 for a complete list of authorized GMAT® score report recipients. Some institutions have several programs listed, so be sure you select the right one.

If you cannot locate a particular school on the list, and the school has instructed you to submit your GMAT® scores, ask the test center administrator for a GMAT® Score Report Request Form. Complete the form and return it to the administrator before you leave the test center. You will be asked to enter the school's complete mailing address on the form, so it is important that you have this information with you on the day of the test.

## Additional Score Reporting

If you did not choose five score report recipients on test day, or you wish to send your scores to more than five schools, you may use the Additional Score Reporting Service. You will be charged a fee for each additional score report requested. **Requests received without payment, or with insufficient payment, will be returned.** You will receive a confirmation score report listing the additional institutions you requested. Reports will be mailed from ETS® within two weeks after the request is received. International test takers should allow for possible delivery delays.

You may order an Additional Score Report with a credit card by

- Going online to [www.mba.com](http://www.mba.com)
- Calling ETS® at 1-609-771-7330
- Faxing ETS® an Additional Score Report Form available on page *vii* in this *Bulletin* or online at [www.mba.com](http://www.mba.com) to 1-609-883-4349

You may pay by check or money order by mailing the Additional Score Report Form to the address on the form.

Only scores from your three most recent test dates within the last five years will be reported. If you have taken the test more than three times within the last five years, you may not request scores from any other test date.

Additional score report recipients selected to receive your scores cannot be changed or deleted once the form is submitted.

## Understanding Your Scores

The GMAT® yields four scores: verbal, quantitative, total, and analytical writing. Each of these scores is reported on a fixed scale. Total scores range from 200 to 800, with about two-thirds falling between 400 and 600. Verbal and quantitative scores range from 0 to 60, although scores below 10 and above 50 are rare. The verbal and quantitative scores measure different constructs and are not comparable to each other. Analytical writing scores, which range from 0 to 6, are computed separately from the scores for the multiple-choice sections of the test and have no effect on the verbal, quantitative, or total scores.

All questions regarding your GMAT® scores must be directed to ETS® (see page 6). Test center and Regional Registration Center staff cannot answer questions about test scores, nor can they help you obtain your official score report.

In the unlikely event that an error occurs in the preparation, handling, processing, or scoring of your GMAT® test, or in the reporting of your GMAT® scores, ETS® will make every effort to correct the error. If the error cannot be corrected, your only recourse is to reschedule your appointment at no additional fee or receive a refund.

## Score Reports

When you complete the GMAT®, a message will appear asking if you want to report your scores or cancel them. If you choose to report your scores, you will be able to view and print an **unofficial** score report that shows your quantitative, verbal, and total scores. It is important to keep in mind that if you choose to report your scores, you cannot cancel them at a later date.

An **official** score report that includes your analytical writing assessment (AWA) score will be mailed to you and your designated score report recipients approximately two weeks after the test. Test takers should allow for possible delivery delays to addresses outside the United States. **You must respond to both essays and each multiple-choice section (verbal and quantitative) of the test to get an official score report.**

Official score reports include the three most recent GMAT® score results you have achieved in the last five years and the following background information you may have provided during registration or on the day of the test—country of citizenship, gender; date of birth; social security number; telephone number; undergraduate institution, grade point average (GPA), major, and date of graduation; intended graduate study; and the highest level of education attained.

Official GMAT® score results are kept on file for 20 years, but most schools will not accept scores that are more than five years old. At your request, score reports for tests taken up to 20 years ago are available for reporting, but such reports will be accompanied by a statement indicating the special nature of the scores.

## Repeating the GMAT®

Sometimes it is necessary to take the GMAT® more than once. For example, a management school may request more recent scores than you currently have on record. However, unless your scores seem unusually low compared with other indicators of your preparation for graduate management study, or unless there are other reasons to believe that you did not do your best on a test for which scores have been reported, taking the GMAT® again may not be helpful. It is unlikely to result in a substantial increase in your scores, and, in fact, your scores may decrease.

If you repeat the test, your scores from the latest test date and the two most recent test dates within the last five years will be reported to the institutions you designate as score recipients. If you repeat the test and want to send scores to the schools that received your scores previously, you must reselect the schools at the time you take the test, or submit an Additional Score Report Request Form afterward with the appropriate fee.

## Retest Policy

You may take the GMAT® only once per calendar month and no more than five times within any period of 12 consecutive calendar months. The retest policy applies even if you or ETS® canceled your scores from a test administration within that time period. Test scheduling representatives and test center administrators are not authorized to waive or modify the retest policy for any reason.

If you take the GMAT® more often than allowed, your new scores will not be reported and your test fee will be forfeited. You may also be prohibited from future GMAT® testing. This policy has been established to enhance the validity and security of the GMAT®. Note that the retest policy will be enforced even if a violation is not immediately identified (e.g., because of inconsistent registration information) and test scores have been reported. In such cases, the invalid scores will be canceled, and score report recipients will be notified of the cancellation.

If you want to take the GMAT® more than five times within a 12-month period, you must request permission in writing from ETS®. Requests will only be accepted after the fifth test has been taken.

The letter or e-mail request must contain your reason for wanting to test more than five times, previous test dates and locations, most recent test appointment number (if known), full (legal) name, mailing address, date of birth, daytime telephone number, fax number (if available), e-mail address (if available), and social security or national ID number (optional).

Send your request to:

E-mail: [fifthtest@ets.org](mailto:fifthtest@ets.org)  
 Mail: GMAT Fifth Testing Request  
 Educational Testing Service  
 PO Box 6106  
 Princeton, NJ, 08541-6106, USA

## Canceling Your Scores

The only opportunity that you will have to cancel your scores is at the test center. Immediately after you complete the test—but before you can view your scores—a message will appear asking if you want to cancel your scores. If you choose to cancel your scores, you will not be able to view them.

ETS® cannot honor requests for partial cancellation of GMAT® scores. For instance, you cannot cancel your analytical writing assessment score and keep your verbal and quantitative scores.

If you cancel your scores

- they cannot be reinstated;
- you will not receive a refund for the test;
- a score cancellation notice will be sent to you and to the schools you selected as score recipients; and
- the score cancellation will remain a part of your permanent record and will be reported on future score reports.

# STOP!

Complete the Voucher Request Form on the reverse side  
ONLY if you will NOT be paying with a credit card.

Otherwise, schedule your test appointment

online at **[www.mba.com](http://www.mba.com)**

or by calling **1-800-GMAT-NOW\***.

It's fast, it's easy, and there's no paper work!

For details, see page 7.

\* For test appointments in the United States, U.S. Territories, Puerto Rico, and Canada only.  
For other countries, refer to page 7.



# Voucher Request Form



This form is to be used for testing in the United States, U.S. Territories, Puerto Rico, and Canada ONLY. For all other countries, use the International Test Schedule Form (see next page).

## I. IDENTIFICATION

Omit spaces, hyphens, apostrophes, Jr. or II, etc.

1. Last (family) Name - first 12 letters

First (given) Name - first 8 letters

Middle Initial

Date of Birth (MM-DD-YY)

Sex

Male  
 Female

2. Mailing Address (P.O. Box or Street Address and Apartment, if appropriate)

City

State/Prov.

Zip/Postal Code

Country Code\*

3. Daytime Phone Number

Fax Number

4. Social Security Number

\* See country code list on page viii. If your country is not listed, enter 999 and print the country name here. \_\_\_\_\_

## NOTICE

- If you have a VISA®, MasterCard®, or American Express® credit card, there is no need to complete this form. You can make your GMAT® appointment online or over the phone. Please refer to “Scheduling Your Appointment” on page 7.
- If you must pay by check or money order, complete this form and mail it (with payment) to the mailing address provided on page 6. You will receive an Authorization Voucher by return mail. Allow two to four weeks for processing and delivery. Once you have received your voucher, you can call 1-800-GMAT-NOW, or your test center of choice (see page 10), to schedule an appointment.
- If you have a disability and require nonstandard testing accommodations, do NOT complete this form. Please refer to “Test Takers With Disabilities” on page 6.

**II. FEE AND REMITTANCE** - You can obtain current test fee information on our Web site, [www.mba.com](http://www.mba.com), or by using any of the other communication methods listed under “Customer Service” on page 6.

Fill in amount

5.  Check\* or Money Order (payable to ETS-GMAT)

\$ \_\_\_\_\_

**Note:** Test takers in Canada must include applicable Canadian taxes (13141 4468 RT).

\*By sending your personal check, you authorize ETS® to convert the check into an electronic fund transfer. Please be aware that your bank account may be debited on the same day your payment is received and you will not receive a canceled check.

## 6. Statement

I hereby agree to the conditions in the GMAT® Information Bulletin concerning the administration of the test, the payment of fees, the reporting of scores, and the information provided on this form.

For ETS Use Only

Signature

Date



Do NOT use this form if you plan to test in the United States, Canada, American Samoa, Guam, U.S. Virgin Islands, or Puerto Rico.

See the back of this form for instructions. Mail or fax your completed form to the Regional Registration Center (RRC) for the country in which you plan to test (see pages 12-16). Do not send this form to ETS<sup>®</sup>.

Please print all information clearly in English characters. DO NOT include accent marks or any other special characters. Use black ink to complete the form.

**FOR OFFICE USE ONLY:**

Confirmation No.: \_\_\_\_\_ Remittance No.: \_\_\_\_\_ Test Date: \_\_\_\_\_ Test Time: \_\_\_\_\_ Test Center: \_\_\_\_\_

Specify 5 dates in order of preference and test center location(s).

Test Center:	First choice	<input type="text"/>	Second choice	<input type="text"/>	
		Test Center Number		City name of test center	
Test Date (MM/DD):	1st choice	2nd choice	3rd choice	4th choice	5th choice
for example, May 21 =	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	MM - DD	MM - DD	MM - DD	MM - DD	MM - DD

First (Given) Name (as on photo ID document):  Middle Initial

Last (Family/Surname) Name (as on photo ID document):

Address Line 1:

Address Line 2:

City:

Country:

Work Phone/Mobile Phone (Include Country & City Code):  Postal Code:

Home Phone (Include Country & City Code):

Fax Phone:

E-mail Address:

Date of Birth (MM-DD-YYYY):

Passport Number (national certificate of citizenship or national ID card):

**Payment Method** (Fill in one circle)

Voucher Number\*  \* If applicable

VISA<sup>®</sup>

MasterCard<sup>®</sup>

American Express<sup>®</sup>

**NOTE:** Certified checks, money orders, and personal checks must be payable to ETS-GMAT. See page 6 of the *Bulletin* for additional payment information.

Certified Check (enclosed)

Money Order (enclosed)

UNESCO Coupons (enclosed)

Personal Check (enclosed)

Credit Card Expiration Date:  (MM-YY)

Type of Currency: \_\_\_\_\_ Amount Enclosed: \_\_\_\_\_

Card Holder Name:

I hereby agree to the general conditions set forth in the *GMAT<sup>®</sup> Information Bulletin*, and I agree to the policies and procedures related to computer-based testing, specifically those concerning test administration, payment of fees, and reporting of scores. I certify that I am the person who will take the test at the center and whose name and address appear on this form.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Instructions for Completing the International Test Scheduling Form

**IMPORTANT:** If the form is not properly filled out (contains incomplete information, unclear letters, or non-English characters), it MAY cause a delay in processing your registration and appointment request. Please read the instructions carefully.

### Completing the Form

- Use black ink.
- The name you enter on the form **MUST** match the name on the identification document you will present at the test center. See “Identification Requirements” below.

### Payment Information

- Fax or mail this form if you are paying with a credit card or supplying a voucher number.
- Mail this form if you are paying with a certified check, money order, personal check, or other physical payment method.
- See page 6 of the *Bulletin* for a list of preferred forms of payment and acceptable currencies.
- If you do not submit payment with this form, your test appointment will not be made and your form will be returned to you.

### Test Date and Center Information

**Note:** The GMAT® is not given every day at all test centers. Contact your Regional Registration Center (RRC) for the latest information (see page 16 in the *Bulletin*).

- Indicate your first five test date choices by month (MM) and day (DD); for example, May 21 would be listed as 05/21.
- Fill in the four-digit number of the test center where you want to test (see page 12).
- Write the name of the city where the test center is located (see page 12).
- A second-choice test center may also be indicated.

### Submitting This Form

#### By Mail

- If requesting an appointment at a permanent test center, the appropriate RRC must receive this form **AT LEAST THREE WEEKS PRIOR TO YOUR FIRST-CHOICE TEST DATE.**
- Be sure to include proper payment with this form.
- RRC mailing addresses are on page 16 of the *Bulletin*.

#### By Fax

- If requesting an appointment at a permanent test center, the appropriate RRC must receive this form **AT LEAST SEVEN DAYS PRIOR TO YOUR FIRST-CHOICE TEST DATE.**
- Be sure to include your credit card number or voucher number on this form.
- RRC fax numbers are on page 16 of the *Bulletin*.

### Scheduling Process

- The RRC will try to schedule your first-choice test date, then your second-, third-, fourth-, or fifth-choice test date in chronological order at your first-choice test center.
- If you select a second-choice test center and the RRC is unable to schedule you at your first-choice center, the RRC will try to schedule your first-choice, then second-, third-, fourth-, or fifth-choice test date at your second-choice test center.
- If none of the test dates requested are available, the RRC will try to schedule you for a test date close to one of your choices.
- If you have a problem with the appointment scheduled for you, contact your RRC.

### Retaking the Test

- You may take the GMAT® only once per calendar month and no more than five times within any 12-month period (see “Retest Policy” on page 20).

### Identification (ID) Requirements

- Be sure that the name you provide for registration matches the VALID ID you will present on the day of the test (see page 18 in the *Bulletin*).
- If you fail to present the correct ID or if your name does not match the registration and ID, you will be **TURNE**D AWAY from the test center and your test fee will not be refunded.

### Confirmation Letter

- If you do not receive confirmation of your appointment by e-mail, fax or mail, you must call the RRC **AT LEAST THREE BUSINESS DAYS PRIOR TO YOUR FIRST-CHOICE TEST DATE.**
- If you miss your appointment and did not call the RRC, your test fee will not be refunded.



# Supplementary Test Center Preregistration Form

To receive detailed information about an upcoming paper-based administration, complete this form and return it to Educational Testing Service® (ETS®) by the date indicated below. Within two weeks of receiving your preregistration form, ETS® will send you a packet of information that will include such details as the reporting time, the exact location of the test center, and the amount of the test fee. In addition, you will receive a copy of the GMAT® *Paper-Based Test Administration Supplement* that includes important information about the test. You must complete the registration form in the *Supplement* and submit it with your test fee payment to the test administrator on the day of the test. Please note that you will also be required to present proper identification (see page 18 of the *GMAT® Information Bulletin*) at the test center.

If you are unable to submit this form by the deadline date, call GMAT® Customer Service at 1-609-771-7330 or send an e-mail message to [gmtat@ets.org](mailto:gmtat@ets.org) to inquire about test availability.

### Please Type or Print

From the list of international test centers on page 12, choose the location in which you would like to test and enter your selection below. Please note that only supplementary (S) test centers may be entered on this form. For permanent (P) and mobile (M) test centers, you must follow the registration instructions on page 7.

\_\_\_\_\_  
COUNTRY

\_\_\_\_\_  
CITY

\_\_\_\_\_  
TEST CENTER NUMBER

**Test Dates** (See the test center list on page 12 for the date your selected location is scheduled to be open.)

- October 23, 2004 (submit this form to ETS® by October 1, 2004)
- February 5, 2005 (submit this form to ETS® by January 14, 2005)
- October 22, 2005 (submit this form to ETS® by September 30, 2005)

\_\_\_\_\_  
LAST (FAMILY) NAME\*

\_\_\_\_\_  
FIRST (GIVEN) NAME

\_\_\_\_\_  
M.I.

\_\_\_\_\_  
ADDRESS LINE 1

\_\_\_\_\_  
ADDRESS LINE 2

\_\_\_\_\_  
CITY

\_\_\_\_\_  
POSTAL CODE

\_\_\_\_\_  
COUNTRY

\_\_\_\_\_  
TELEPHONE NUMBER

\_\_\_\_\_  
FAX NUMBER

\_\_\_\_\_  
E-MAIL ADDRESS

**Please do not send payment with this form.**

**Mail to:** GMAT  
Educational Testing Service  
PO Box 6103  
Rosedale Road  
Princeton, NJ 08541-6103, USA

**Fax to:** 609-883-4349

\*The spelling of your name must match the name printed on the identification you will present at the test center.







# Additional Score Report (ASR) Request Form

If you did not choose five score report recipients on test day or you wish to send your scores to more than five schools and you wish to pay by check or money order, you may do so by returning this form with the appropriate payment. If you wish to pay by credit card, you may do so online at [www.mba.com](http://www.mba.com), by calling ETS® at 1-609-771-7330, or by faxing this form to 1-609-883-4349. If you have taken the GMAT® more than once, the scores from your three most recent test dates within the past five years will be reported to the institutions you list below.

## Identifying Information

LAST (FAMILY) NAME FIRST (GIVEN) NAME M.I. DATE OF BIRTH (MM-DD-YY)

NUMBER, STREET, AND APARTMENT NUMBER (Abbreviate if necessary.)

CITY (Abbreviate if necessary.) STATE/PROVINCE POSTAL OR ZIP CODE

COUNTRY CODE If your country is not included on the country code list, write the country name here.

SOCIAL SECURITY NUMBER (Optional) DAYTIME TELEPHONE NUMBER E-MAIL ADDRESS

APPOINTMENT/REGISTRATION NUMBER (if known) MONTH YEAR MOST RECENT TEST DATE

## Additional Score Report Recipients

Code Number* (4-digit)	Name of Institution/Program	City	Country
	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		
	8.		
	9.		
	10.		

\* Refer to the institution code list on page 33 of the Bulletin. If an institution is not listed, leave the code number boxes blank.

## Payment Information

VISA MasterCard American Express Discover JCB Account Number Expiration Date Check/Money Order (payable to ETS-GMAT, in U.S. dollars)

The fee for each additional score report is U.S.\$28 x \$28\* = \$ TOTAL AMOUNT (fee subject to change without notice) No. of Reports

\*Test takers in Canada must include applicable Canadian taxes. (13141 4468 RT)

If paying by check or money order, mail your form and payment to GMAT, Educational Testing Service, PO Box 6104, Princeton, NJ 08541-6104, USA. Note: By sending your personal check, you authorize ETS® to convert the check onto an electronic fund transfer. Please be aware that your bank account may be debited on the same day your payment is received and you will not receive a cancelled check.

Keep a copy of this completed form for your records.

## Country Code List

001	Afghanistan	150	Denmark	328	Latvia	487	Rwanda
003	Albania	153	Djibouti	330	Lebanon	511	St. Helena
005	Algeria	154	Dominica, Commonwealth	333	Lesotho	486	St. Kitts and Nevis
007	American Samoa	155	Dominican Republic	335	Liberia	521	St. Lucia
008	Andorra	160	East Timor	340	Libya	513	St. Pierre and Miquelon
010	Angola	161	Easter Island	343	Liechtenstein	522	St. Vincent and the Grenadines
011	Anguilla	165	Ecuador	344	Lithuania	620	Samoa
009	Antarctica	170	Egypt	345	Luxembourg	488	San Marino
012	Antigua and Barbuda	175	El Salvador	347	Macau (SAR of China)	489	Sao Tome and Principe
015	Argentina	183	Equatorial Guinea	348	Macedonia, The F.Y.R. of	490	Saudi Arabia
016	Armenia	182	Eritrea	350	Madagascar	497	Senegal
017	Aruba	184	Estonia	353	Madeira Islands	498	Seychelles
002	Ascension Island	185	Ethiopia	355	Malawi	500	Sierra Leone
020	Australia	187	Faeroe Island	360	Malaysia	505	Singapore
025	Austria	188	Falkland Islands	361	Maldives	503	Slovakia
029	Azerbaijan	190	Fiji	363	Mali	504	Slovenia
030	Azores	195	Finland	365	Malta	506	Solomon Islands
035	Bahamas	200	France	368	Marshall Islands	507	Somalia
040	Bahrain	203	French Guiana	366	Martinique	510	South Africa
045	Bangladesh	202	French Polynesia	369	Mauritania	515	Spain
050	Barbados	204	Gabon	370	Mauritius	520	Sri Lanka
094	Belarus	205	Gambia, The	372	Mayotte	525	Sudan
055	Belgium	206	Gaza Strip	375	Mexico	527	Suriname
056	Belize	208	Georgia	107	Micronesia, Federated States of	530	Swaziland
058	Benin	210	Germany	376	Moldova	535	Sweden
060	Bermuda	215	Ghana	378	Monaco	540	Switzerland
063	Bhutan	217	Gibraltar	379	Mongolia	545	Syria
065	Bolivia	220	Greece	381	Montserrat	550	Tahiti
069	Bosnia-Herzegovina	225	Greenland	380	Morocco	555	Taiwan
070	Botswana	227	Grenada	385	Mozambique	556	Tajikistan
075	Brazil	228	Guadeloupe	090	Myanmar (Burma)	560	Tanzania
076	British Indian Ocean Territory	229	Guam	388	Namibia	565	Thailand
077	British Virgin Islands	230	Guatemala	386	Nauru	567	Togo
081	Brunei	233	Guinea	387	Nepal	568	Tokelau
085	Bulgaria	234	Guinea-Bissau	390	Netherlands	570	Tonga
593	Burkina Faso	235	Guyana	395	Netherlands Antilles	575	Trinidad and Tobago
092	Burundi	240	Haiti	396	New Caledonia	580	Tunisia
307	Cambodia	597	Holy See (Vatican City)	405	New Zealand	585	Turkey
095	Cameroon	245	Honduras	420	Nicaragua	584	Turkmenistan
100	Canada	250	Hong Kong	425	Niger	586	Turks and Caicos Islands
106	Cape Verde	251	Hungary	430	Nigeria	587	Tuvalu
110	Cayman Islands	255	Iceland	433	Niue Island	590	Uganda
113	Central African Republic	260	India	431	Norfolk Island	589	Ukraine
114	Chad	265	Indonesia	367	Northern Mariana Islands	591	United Arab Emirates
116	Chatham Islands	270	Iran	435	Norway	588	United Kingdom
115	Chile	273	Iraq	443	Oman	592	United States of America
457	China, People's Republic	275	Ireland	445	Pakistan	607	U.S. Virgin Islands
117	Christmas Island	277	Isle of Man	447	Palau	595	Uruguay
118	Coco Island	280	Israel	450	Panama	594	Uzbekistan
120	Colombia	285	Italy	400	Papua New Guinea	596	Vanuatu
122	Comoros	295	Jamaica	455	Paraguay	600	Venezuela
630	Congo, Dem. Rep. of the	300	Japan	460	Peru	605	Vietnam
125	Congo, Republic of the	305	Jordan	465	Philippines	609	Wallis and Futuna
126	Cook Islands	308	Kazakhstan	470	Poland	611	West Bank
130	Costa Rica	310	Kenya	475	Portugal	623	Yemen
290	Cote d'Ivoire (Ivory Coast)	312	Kiribati	474	Puerto Rico	625	Yugoslavia
133	Croatia	314	Korea, D.P.R. of (North)	477	Qatar	635	Zambia
135	Cuba	315	Korea, Rep. of (South)	482	Reunion	480	Zimbabwe
140	Cyprus	320	Kuwait	483	Romania	999	Other Country
142	Czech Republic	323	Kyrgyzstan	484	Russia		
		325	Laos				

## CANCELLATION OF SCORES BY ETS

**Test Security Issues.** Educational Testing Service® strives to report scores that accurately reflect the performance of every test taker. Accordingly, ETS's standards and procedures for administering tests have two primary goals: giving test takers equivalent opportunities to demonstrate their abilities, and preventing some test takers from gaining an unfair advantage over others. To promote these objectives, ETS® reserves the right to cancel any test scores when, in ETS's judgment, a **testing irregularity** occurs, there is an apparent **discrepancy in a test taker's identification**, a test taker engages in **misconduct** or **plagiarism**, or the scores are **invalid** for another reason. Reviews of scores by ETS® are confidential. When, for any of the above reasons, ETS® cancels test scores that have already been reported, it notifies score recipients that the scores have been canceled, but it does not disclose the reason for cancellation except when authorized to do so by the test taker. This does not necessarily apply in group cases, cases in which the test taker may have violated copyright or other laws (including fraud), or when such disclosure is required by law. ETS® reserves the right to prohibit a test taker from future GMAT® testing to enhance the validity and security of the GMAT®.

**Testing Irregularities.** "Testing irregularities" refers to problems with the administration of a test. When testing irregularities occur, they may affect an individual or groups of test takers. Such problems include, without limitation, administrative errors (such as improper timing, improper seating, defective materials, or defective equipment); improper access to test content; and other disruptions of test administrations (such as natural disasters or other emergencies). When testing irregularities occur, ETS® may decline to score the test, or may cancel the test scores. When, in ETS's judgment, it is appropriate to do so, ETS® gives affected test takers the opportunity to take the test again as soon as possible without charge.

**Identification Discrepancies.** When, in ETS's judgment or the judgment of test center personnel, there is a discrepancy in a test taker's identification, the test taker may be dismissed from the test center; in addition, ETS® may decline to score the test, or may cancel the test scores.

**Misconduct.** When, in ETS's judgment or the judgment of the test center personnel, there is misconduct in connection with a test, the test taker may be dismissed from the test center; in addition, ETS® may decline to score the test, or may cancel the test scores. Misconduct includes, but is not limited to, noncompliance with the requirements, procedures, and regulations described on page 18. Misconduct also includes access to secure test content prior to the test administration.

**Invalid Scores.** ETS® may also cancel scores if, in its judgment, there is substantial evidence that they are invalid for any other reason. Evidence of invalid scores may include, without limitation, discrepant handwriting, unusual answer patterns, or inconsistent performance on different parts of the test. Before canceling scores pursuant to this paragraph, ETS® notifies the test taker in writing about its concerns, gives the test taker an opportunity to submit information that addresses ETS's concerns, considers any such information submitted, and offers the test taker a choice of options. The options include voluntary score cancellation, a free retest, or arbitration in accordance with ETS's standard arbitration agreement. In addition, the test taker is sent a copy of the booklet *Why and How Educational Testing Service Questions Test Scores*, which explains this process in greater detail. (This booklet is available to any test taker at any time on request. Contact Customer Service.)

**Note:** For paper-based testing, the retest option is available only to test takers in the United States and Canada. The arbitration option is available only for tests administered in the United States.

## RELEASING YOUR SCORES

ETS® recognizes the right of individuals to privacy with regard to information supplied by and about them that may be stored in ETS® files and the concomitant responsibility to safeguard information in its files from unauthorized disclosure. Confidentiality guidelines established by ETS® and agreed to by the Graduate Management Admission Council® have been in effect for many years.

To protect your right to control the distribution of your scores, reports will be released only at your specific request; every recipient must be designated by you. ETS® will not release any data at the request of institutions or fellowship agencies except for use in research studies that are approved by the Graduate Management Admission Council® and that preserve your anonymity and that of the institution(s)

you have attended. **Note:** Your score record and the documents you completed that are retained at ETS® may be released to third parties (e.g., government agencies, parties to a lawsuit) if requested pursuant to a subpoena.

Because scores that are more than five years old present special interpretation problems, many institutions will not accept them. At your request, the GMAT® program will release scores for tests that are up to twenty years old but will send with the score report a statement indicating the special nature of the scores. (Please note that scores more than five years old are archived and requests for these scores will require additional processing time.) Some institutions may require applicants to take the GMAT® again and supply more current scores. All data retained at ETS® are subject to GMAC® policies on confidentiality described in this *Bulletin*.

GMAT® scores, responses to test questions, and AWA essays are measurement information and are owned by GMAC®. They are not the property of the examinee, but the use, reporting, and cancellation of scores are subject to various rights and restrictions as indicated in this *Bulletin*.

**Note:** If you identify your undergraduate institution when registering for the GMAT® or on the day of the test AND it participates in the Undergraduate Roster Service, your GMAT® scores will be reported to your undergraduate school. By evaluating your scores and your undergraduate record and average, your undergraduate adviser can make sound recommendations about your opportunities for graduate study in management and may be able to suggest schools that would be most suitable for you. Some undergraduate institutions use GMAT® scores to track the educational aspirations or advancement of their alumni. If you are unsure whether your undergraduate institution participates in the roster service or how the school will use your scores, check with the undergraduate counseling office.

## HOW SCHOOLS USE AND INTERPRET SCORES

GMAT® scores have two important characteristics:

- They are reliable measures of certain developed skills that have been found to be important in the study of management at the graduate level. In repeated studies, GMAT® scores have been consistently found to be good, although imperfect, predictors of academic success in the first year of study at graduate schools of management.
- Unlike undergraduate averages, which vary in their meaning according to the grading standards of each institution, GMAT® scores are based on the same standard for all examinees.

**Graduate Schools of Management:** The Graduate Management Admission Council® has published guidelines for the use of GMAT® scores. The guidelines are provided to all graduate management schools that use GMAT® scores and are included on page 25.

Because the test alone does not measure all the characteristics related to success in graduate school, admissions officers usually use GMAT® scores as only one source of information about an applicant. Evidence indicates that the undergraduate record and information obtained from applications, interviews, and letters of recommendation are often other good predictors of success. For this reason, admissions officers use GMAT® scores in conjunction with other such information.

Each school evaluates the scores in its own way; there are no set passing or failing scores. Your performance can be related to that of the original 1954 scales, the total testing population for the past three years (percentage below), or others applying to the same school (local norms).

## RESCORING SERVICE FOR ESSAYS

If you have reason to believe that your essay scores are not accurate, you may request that your essays be rescored. For a fee, your essays will be rescored by independent readers. For current rescoreing service fee information visit [www.mba.com](http://www.mba.com).

Requests for rescoreing must be made within six months of your test date. A request received more than six months after the test date will not be honored. The multiple-choice sections of the test cannot be rescored.

You may request this service by either telephone or fax if paying by credit card. Otherwise, enclose a check or money order made payable to ETS-GMAT with your GMAT® appointment/registration number, your date of birth, and your social security number. Also, explain why you feel rescoreing is necessary. Mail your request to GMAT, Educational Testing Service, PO Box 6102, Princeton, NJ 08541-6102, and on your letter note: "Attention: GMAT Rescoreing Service."

Rescoreing may result in increases or decreases in your scores. If there is a discrepancy between the original and the later scores, ETS® rescoreing results will be final. Revised results will be sent to you and the management schools you designated. You will be notified of the rescoreing results about three weeks after ETS® receives your request.

## Test Preparation for the GMAT®\*

Both the Graduate Management Admission Council® and Educational Testing Service® believe that it is important for all GMAT® test takers to be familiar with the format of the test and the kinds of questions asked on the test. Therefore, the GMAC® Board of Directors has decided to offer the GMAT®

*POWERPREP*® software at no charge to all potential test takers. *POWERPREP*®, an interactive software, features two timed computer-adaptive tests driven by the authentic GMAT® testing engine used for the actual exam. It includes hundreds of practice questions, answers, and explanations, as well as a comprehensive math review, and real-time scoring.

Both the tutorials and the complete *POWERPREP*® software can be downloaded for free from [www.mba.com](http://www.mba.com). A free CD-ROM version of *POWERPREP*® is also offered to those scheduling their first appointment to take the GMAT®. *POWERPREP*® requires Microsoft Windows. It is *not* compatible with Apple Macintosh computers.

Additional samples of actual GMAT® questions are available online at [www.mba.com](http://www.mba.com). For a more extensive selection of questions, you may wish to purchase *The Official Guide for GMAT® Review* from the mba.com store. The *Guide* contains more than 1,400 actual GMAT® questions, including all of the questions used in *POWERPREP*®. You can also practice taking the GMAT® with *GMAT® Paper Tests* available at [www.mba.com](http://www.mba.com). Each set of three “retired” tests includes timed sections, an answer sheet, and a way to convert your raw score to the equivalent GMAT® score.

## The GMAT® Format

The GMAT® includes verbal, quantitative, and analytical writing assessment sections. Data Sufficiency and Problem Solving questions are mingled throughout the quantitative section, and Sentence Correction, Reading Comprehension, and Critical Reasoning questions are mingled throughout the verbal section. The verbal and quantitative sections are multiple-choice and computer-adaptive. For the analytical writing section of the test you will be presented with two essay topics and will type your responses using the computer keyboard. The following chart provides timing information for each section of the test.

	Questions	Timing
<b>Analytical Writing Assessment</b>		
Analysis of an Issue	1 Topic	30 min.
Analysis of an Argument	1 Topic	30 min.
Optional Rest Break	Not Applicable	5 min.
<b>Quantitative (Problem Solving &amp; Data Sufficiency)</b>	37 Questions	75 min.
Optional Rest Break	Not Applicable	5 min.
<b>Verbal (Reading Comprehension, Critical Reasoning, &amp; Sentence Correction)</b>	41 Questions	75 min.
	Total Time	4 hours (approx.)

Individual test questions are reviewed to eliminate language, symbols, or content considered to be potentially offensive or inappropriate for major subgroups of the test-taking population or that serve to perpetuate any negative attitude about these subgroups. In addition, statistical procedures are applied to help identify questions that may be unfair.

\* This test preparation section applies only to the Computer-Adaptive GMAT®. Test takers who are scheduled to take the GMAT® in a different format will be provided with test preparation information specific to that format.

## ANALYTICAL WRITING ASSESSMENT

The Analytical Writing Assessment (AWA) portion of the GMAT® consists of two 30-minute writing tasks—Analysis of an Issue and Analysis of an Argument. For Analysis of an Issue, you will need to analyze a given issue or opinion and then explain your point of view on the subject by citing relevant reasons and/or examples drawn from your experience, observations, or reading. For Analysis of an Argument, you will need to analyze the reasoning behind a given argument and then write a critique of that argument.

The AWA is designed as a direct measure of your ability to think critically and to communicate your ideas. More specifically, the Analysis of an Issue task tests your ability to explore the complexities of an issue or opinion and, if appropriate, to take a position informed by your understanding of those complexities. The Analysis of an Argument task tests your ability to formulate an appropriate and constructive critique of a specific conclusion based upon a specific line of thinking.

The scoring of your essays will be based on the overall quality of your ideas about the issue and argument presented; your overall ability to organize, develop, and express those ideas; the relevant supporting reasons and examples you used; and your ability to control the elements of standard written English.

The issue and argument topics that you will find on the test concern subject matter of general interest, some related to business and some to a variety of other subjects. It is important to note, however, that none presupposes any specific knowledge of business or of other specific content areas—only your capacity to write analytically is being assessed.

You may download a list of more than 300 possible AWA topics for both Analysis of an Argument and Analysis of an Issue from [www.mba.com](http://www.mba.com). Topics from this list may appear in your actual GMAT® during the 2004–2005 testing year.

## QUANTITATIVE SECTION

The quantitative section of the test measures basic mathematical skills and understanding of elementary concepts, and the ability to reason quantitatively, solve quantitative problems, and interpret graphic data. Two types of multiple-choice questions are used in the quantitative section—Problem Solving and Data Sufficiency. Both types of questions are intermingled throughout the section and require knowledge of arithmetic, elementary algebra, and commonly known concepts of geometry.

Problem Solving questions are designed to test basic mathematical skills, understanding of elementary mathematical concepts, and the ability to reason quantitatively and to solve quantitative problems.

Each Data Sufficiency question consists of a question and two statements, labeled (1) and (2), that contain additional information. You must decide whether the data given in the statements are sufficient for answering the question. Data Sufficiency questions are designed to measure your ability to analyze a quantitative problem, to recognize which information is relevant, and to determine at what point there is sufficient information to solve the problem.

For examples of each quantitative question type and directions for answering, visit the GMAC® Web site at [www.mba.com](http://www.mba.com).

## VERBAL SECTION

The verbal section of the test measures your ability to read and comprehend written material, to reason and evaluate arguments, and to correct written material to conform to standard written English. Three types of multiple-choice questions are used in the verbal section of the GMAT®—Reading Comprehension, Critical Reasoning, and Sentence Correction.

Reading Comprehension passages are accompanied by interpretive, applied, and inferential questions. The passages are up to 350 words long, and they discuss topics from the social sciences, the physical or biological sciences, and such business-related fields as marketing, economics, and human resource management. Reading comprehension questions measure your ability to understand, analyze, and apply information and concepts presented in written form. All questions are to be answered on the basis of what is stated or implied in the reading material; no specific knowledge of the material is required.

Critical Reasoning questions are designed to test the reasoning skills involved in (1) making arguments, (2) evaluating arguments, and (3) formulating or evaluating a plan of action. The materials on which questions are based are drawn from a variety of sources. No familiarity with the subject matter of those materials is presupposed.

Sentence Correction questions ask you which of the five choices best expresses an idea or relationship. The questions will require you to be familiar with the stylistic conventions and grammatical rules of standard written English and to demonstrate your ability to improve incorrect or ineffective expressions.

For examples of each verbal question type and directions for answering, visit [www.mba.com](http://www.mba.com).

## Test-Taking Suggestions

- Use the allotted testing time wisely by becoming familiar in advance with the mechanics of the test and the kinds of materials, questions, and directions in the test. Become familiar with the formats and requirements of each section. Once you start the test, an onscreen clock display will continuously count down the remaining time. You can hide this display if you want, but it is a good idea to check the clock periodically to monitor your progress. The clock will automatically alert you when five minutes remain in the allotted time for the section you are working on.
- Read all test directions carefully. The directions explain exactly what is required to answer each question type. To review directions during the test, click on the Help icon, but be aware that this **will** count against your allotted time for that section of the test.
- Read each question carefully and thoroughly. Before answering a question, determine exactly what is being asked, then eliminate the wrong answers and select the best choice. Never skim a question or the possible answers; skimming may cause you to miss important information or nuances. However, if you do not know the correct answer, or if the question is too time-consuming, try to eliminate choices you know are wrong, select the best of the remaining answer choices, and move on to the next question. **Keep moving through the test and try to finish each section. There is a chance that guessing at the end of the test can seriously lower your scores. The best strategy is to pace yourself so that you have time to consider each test question and do not have to guess.**
- Once you have selected your answer to a question you will be asked to confirm it. You should confirm your answer only when you are certain that you want to move on to the next question. You cannot omit questions or go back and change answers. The computer selects the next question you see from a large pool of available questions based upon your previous responses.
- **Pace yourself so that you have enough time to answer every question. Pay attention to the number of questions and the amount of time remaining during your testing session (see chart on page 22).** On average, you have about 1<sup>3</sup>/<sub>4</sub> minutes for each verbal question and about 2 minutes for each quantitative question. *(If you do not finish in the allotted time, you will still receive scores as long as you have worked on every section. However, your scores will reflect the number of questions answered, and most test takers get higher scores when they finish each section.)*
- Your scores will depend on the statistical characteristics of the questions presented to you, including difficulty level, your answers to those questions, and the number of questions you answer. Adaptive test score calculations do not assign any differential credit to questions depending on where they appear in the test. The questions in an adaptive test are weighted according to their difficulty and other statistical properties, not according to their position in the test. However, since the test is adaptive, the responses provided to early questions do influence the selection of later questions.
- To prepare for the analytical writing section, practice with sample writing topics listed on [www.mba.com](http://www.mba.com) or in *The Official Guide for GMAT® Review*. These topics may appear in your actual GMAT®. You will have 30 minutes to compose each essay using the word processor.

# Hit the Ground Running with GMAT<sup>®</sup> Paper Tests.



## **PRACTICE, PRACTICE, PRACTICE WITH GMAT<sup>®</sup> PAPER TESTS**

Download three paper tests today, hit the ground running on test day. The GMAT<sup>®</sup> Paper Tests 3-Pack is one more great way that GMAC<sup>®</sup> helps you prep for the GMAT<sup>®</sup>. You can practice with three real GMAT<sup>®</sup> tests that include timed sections, an answer sheet, and a way to convert your raw score to the equivalent GMAT<sup>®</sup> score.

These are actual GMAT<sup>®</sup> tests that have been retired and are no longer in circulation.

Two of the three tests in this package also contain questions you can't find in any other GMAT<sup>®</sup> prep materials. They cover:

- critical reasoning
- sentence correction
- problem solving and data sufficiency

A set of three easy-to-download GMAT<sup>®</sup> Paper Tests is yours for purchase at the [mba.com](http://mba.com) store.

**[www.mba.com](http://www.mba.com)**

**G**raduate  
**M**anagement  
**A**dmission  
**C**ouncil<sup>®</sup>

*Creating Access to Graduate Business Education<sup>SM</sup>*

# Guidelines for the Use of GMAT® Scores

## Introduction

These guidelines have been prepared to provide information about the appropriate use of GMAT® scores to evaluate candidates for graduate management study. They are also intended to protect students from unfair decisions based on inappropriate use of scores.

The guidelines are based on several policy and psychometric considerations:

- The Graduate Management Admission Council® has an obligation to inform users of the scores' strengths and limitations. Users have an obligation to use the scores in an appropriate, rather than the most convenient, manner.
- The purpose of any testing instrument, including the GMAT®, is to provide information to assist in making decisions; the test alone should not be presumed to be a decision maker.
- GMAT® test scores are but one of a number of sources of information and should be used, whenever possible, in combination with other information and, in every case, with full recognition of what the test can and cannot do.

The primary advantage of the GMAT® is that it provides a common measure of candidates' abilities, administered under standardized conditions, with known reliability, validity, and other psychometric qualities. The GMAT® has two primary limitations: (1) it cannot and does not measure all the qualities important for successful graduate study in management and other related pursuits and (2) there are psychometric limitations to the test — for example, only score differences of certain magnitudes are reliable indicators of real differences in performance. Such limits should be taken into consideration as GMAT® scores are used.

## Specific Guidelines

1. *In recognition of the test's limitations, evaluate candidates using multiple criteria.* The GMAT® alone does not measure every skill necessary for graduate management academic work, nor does it measure subjective factors important to academic and career success, such as motivation, creativity, and interpersonal skills. Therefore, all available pertinent information about an applicant should be considered before a selection decision is made. GMAT® scores should be used as only one of several criteria.
2. *Interpret the analytical writing score on the basis of the criteria and standards established in the GMAT® scoring guides.* These criteria and standards are the best source for interpreting the Analytical Writing Assessment (AWA) score. Recognize that the score is based on two 30-minute written responses that represent first-draft writing samples. Each response is evaluated according to the scoring guides, but the average score can result from different combinations of ratings.
3. *Establish the relationship between GMAT® scores and performance in your graduate management school.* All GMAT®-using programs should demonstrate empirically the relationship between test scores and measures of performance in its academic program by performing a GMAT® Validity Study. These studies inform graduate management programs about the predictive validity of GMAT® scores relative to their students' first-year academic performance. In addition, any criteria used in

combination with test scores should be validated and reviewed regularly to determine whether the weights attached to the particular measures are appropriate for optimizing the prediction of performance in the program.

4. *Avoid the use of cutoff scores.* The use of arbitrary cutoff scores (below which no applicant will be considered for admission) is strongly discouraged. Distinctions based on score differences not substantial enough to be reliable should be avoided. Cutoff scores should be used only when there is clear empirical evidence that a large proportion of the applicants scoring below the cutoff scores cannot perform satisfactory work. In addition, it is incumbent upon the school to demonstrate that the use of cutoff scores does not result in the systematic exclusion of members of either sex, of any age or ethnic groups, or of any other relevant groups in the face of other evidence that could indicate their competence or predict their success.
5. *Do not compare GMAT® scores with those on other tests.* Although GMAT® scores may resemble those used for other tests, the scores cannot be compared.

## Normally Appropriate Uses of GMAT® Scores

1. *For selection of applicants for graduate study in management.* A person's GMAT® scores tell you how the person performed on a test designed to measure general verbal, quantitative, and analytical writing skills that are associated with success in the first year of study at graduate schools of management and that have been developed over a long period of time. Scores should be used in conjunction with other information to help estimate performance in a graduate management program.
2. *For selection of applicants for financial aid based on academic potential.*
3. *For counseling and guidance.* Undergraduate counselors who maintain appropriate records (such as the test scores and undergraduate grade-point averages) for students accepted by graduate management programs may be able to help students estimate their chances of acceptance at given graduate management schools.

## Normally Inappropriate Uses of GMAT® Scores

1. *As a requisite for awarding a degree.* The GMAT® is designed for selection for graduate management study, financial aid awards, or counseling and guidance. Any other purpose should be avoided.
2. *As a requirement for employment, for licensing or certification to perform a job, or for job-related rewards (raises, promotions, etc.).* The use of the GMAT® for these purposes is inappropriate. Further, GMAT®-using programs may not supply score reports for any of these purposes.
3. *As an achievement test.* The GMAT® is not designed to assess an applicant's achievement or knowledge in specific subject areas.



# Thinking About an MBA

## JUST WANTING AN MBA IS NOT ENOUGH

The strongest candidates competing to gain admission to graduate business schools are focused on their careers; they are clear about what is needed to get there and what it takes to be successful. Can you compete favorably?

The only way to answer this question is to go through a self-assessment process that will help you identify your personal and career goals—prior to looking at business schools (b-schools). We suggest using CareerLeader® as part of this introspective process. This interactive, online tool, available on [www.mba.com](http://www.mba.com), analyzes your interests, abilities, and values, giving you valuable information about career paths and work cultures in which you are most likely to thrive.

The MBA is a professional degree designed for people who need formalized training across the business disciplines, to capitalize on one or more specific areas of business.

The MBA program length is too short to provide you with sufficient time to discover an affinity for a particular business profession while in school. Therefore, b-school admissions counselors expect to see evidence of your professional interests to ensure that you will take full advantage of the MBA. Following are a few sure signs that you are not ready for b-school:

- When asked about post-MBA career aspirations, you give vague responses, such as: “I want to manage people,” or “I want to be in management.”
- You do not have a clear idea what to do with, much less without, an MBA.
- You seek to avoid the job market by buying additional time in school, in an attempt to determine what to do.

Exhibiting undirected thinking or behavior might prevent you from gaining admission to an MBA program. More importantly, you will limit your return on investment if you blindly choose a school or are ill prepared to take advantage of its educational opportunities. The MBA is very different from other graduate degrees, in which academic promise is considered paramount in the admissions process. At a minimum, b-school admissions officers consider career history and aspirations, evidence of leadership potential, and academic achievement.

### TIP #1

**Is there an excess of MBA talent in the market?**

There are several ways to consider the potential market for MBAs:

- Most graduating MBAs secure multiple job offers. Numerous opportunities exist for qualified candidates who present themselves and their credentials well.
- In a tight economy, the broader and more flexible your skill set, the more marketable you are. Whenever employers utilize fewer staff who must perform more tasks, employers value the broad MBA education. Smaller organizations place a high value on candidates who already possess advanced training and cross-functional skill sets.
- The job market for MBAs extends beyond the traditional multinational corporations (MNCs). Divestitures of the MNCs have added to the growth of small- and mid-size companies that offer a wide array of opportunities for MBAs.

## EXAMINE YOUR GOALS: DO A SELF-ASSESSMENT

A good self-assessment process will help you establish specific career and educational goals that utilize your strengths and address weaknesses. Lacking specific goals, you will be searching for a school without direction. How will you eliminate options, much less make a choice you will be happy with in the end? How will you determine whether the MBA experience was a good value? Whenever you are considering major changes in your life, a self-assessment about your career like CareerLeader® can help you clarify your goals and make wise decisions.

Develop clear answers to the following questions:

- Why do you want or need an MBA?
- Do you have evidence from people in your chosen field that the MBA is a logical next step for you?

- Do you have natural aptitudes that others notice? Do those skills lend themselves to particular MBA vocations?
- Do you feel strongly about some function and/or industry within business?
- Do you need any additional resources (training, financial, personal, or professional) to achieve your long-term plans?
- Are you ready to be a student again? Do you have the discipline and drive?
- How will you fund your MBA education?
- If you do not pursue an MBA, what are your options?

To purchase CareerLeader® or view a Pre-MBA Self-Assessment Checklist, visit [www.mba.com](http://www.mba.com).

## NETWORKING IN THE BUSINESS WORLD

Perhaps the best way you can prepare yourself for potential careers is to talk to people who are doing the type of work you might want to pursue. This is called “informational interviewing.”

The value of informational interviewing is that you can get advice and information on possible career paths without the pressure of interviewing. Professionals, who may be less willing to talk to you as a job applicant, will often take the time to share their experiences and offer advice as you move through the b-school process.

As you near MBA graduation, individuals in your network should know you well and may assist in your job search. In the early stages of networking, you should cultivate at least one mentor.

At this stage, it is not necessary for you to know the job you want with 100 percent certainty, but you must at least have some direction. If not, you are not ready for business school.

### TIP #2

**Use your network and informational interviews to determine:**

- if a certain career path still seems appealing to you after learning more about it;
- if an MBA seems essential, or helpful, to individuals in that career path;
- whether a particular type of prior work experience or MBA internship seems important;
- what gaps exist in your background, experience, or training that could prevent you from achieving your goals;
- if there are ways to enter your chosen field without an MBA;
- what expectations and preferences employers in a particular industry may have; and
- how to fine-tune your career plans and related school objectives.

## YOUR INVESTMENT OF TIME AND MONEY

In addition to self-assessment and networking, you need to evaluate the financial implications of your potential MBA investment. Graduate school is likely to be the most substantial investment you will ever make in yourself. Given that 70 percent of MBA students borrow funds to pay for their education, ask yourself if you are willing to make a similar commitment. Before proceeding further, you must weigh the costs and benefits of pursuing an MBA. Please go to [www.mba.com](http://www.mba.com), for some factors you should consider when doing a “cost” versus “benefit” analysis.

# Determining the Program Type

## A RANGE OF OPTIONS

Before you can begin comparing specific business schools, make sure you select the type of degree program best suited to your future career path. This will help you narrow the field of b-school possibilities.

Various types of graduate management programs, ranging from full-time to distance learning, meet specific consumer needs as described in the next few pages. In light of your personal goals, consider the issue of program type and its implications relative to the following:

- **Curriculum:** Do you already have a functional or industry specialty, or do you need an MBA to develop one?

- **Career Path:** Is an MBA required for you to advance in your field or company; or, are you looking to transition into a completely different function or industry?
- **Career Counseling:** Do you need job search assistance, counseling, or access to campus interviews? Do you plan to stay with your current employer after earning your degree?
- **Lifestyle/Environment:** What biases exist in your targeted industry that may affect your choice of program type? Are you ready to assume the responsibilities of an MBA-level position? How do you define work/life balance? What do you expect to gain from a peer group in school? Are you looking for a total immersion experience? What kinds of learning environments work best for you? Can you relocate?
- **Overall Cost and Financial Aid Opportunities:** Do you need to continue working full time? Are you company sponsored? Do you need financial aid?

Following are very brief descriptions of some of the different types of MBA programs. Each has its own advantages and disadvantages relative to your educational and professional goals. A discussion of these advantages and disadvantages is on [www.mba.com](http://www.mba.com).

### Two-year, Full-time MBA Programs (18 to 24 months)

Two-year, full-time MBA programs are typically four semesters of study spread over two academic years, with a three- or four-month period for an internship. The first year of study includes the core, a common body of courses required of all MBAs. Functional specialization—in which students choose a specific concentration of study and electives—occurs in the second year. Students do not work full time. The program is designed with the expectation that students are available during the business week for their studies. Relocation may be required to attend a program of choice.

### One-year, Full-time MBA Programs (11 to 16 months)

One-year, full-time MBA programs vary greatly from their two-year counterparts and often from one another. The length of the program is shorter because: (a) time in core classes is reduced or (b) limits are placed on opportunities to specialize. Often these programs have strict prerequisites for experience and/or academic background. Internship opportunities are limited, with no extended break between semesters. Students do not work full time. The program is designed with the expectation that students are available during the business week for their studies. Relocation may be required to attend a program of choice.

### Part-time Programs

Part-time programs are designed for working professionals. They may require the same number of courses as their full-time counterparts, but courses are usually scheduled year-round. The program duration is extended over a longer period of time. For example, a degree requiring 20 courses might take four to five years to complete, if one or two courses are taken at a time. Part-time programs may offer the same ability to specialize as full-time programs but do not provide the opportunity for internships.

### Executive Programs

Executive (EMBA) programs are geared toward company-sponsored executives who have substantial experience. The roles of executive student and working professional are considered interdependent. Classes generally meet on weekends or alternate weekends (Fridays and Saturdays) for up to two academic years. The EMBA program curriculum is designed to further executives' general management skills across all disciplines. There are limited or no opportunities to specialize; the underlying assumption is that executives are already specialists in a field or industry.

### Distance Learning Programs

Distance learning is becoming an increasingly popular method of instruction via tools like the Internet, e-mail, and other interactive systems. This technology enables schools to experiment aggressively with unique modes of teaching.

### Joint or Dual Degree Programs

A joint or dual degree program is generally a full-time MBA program partnered with another graduate program. The total time to complete both degrees is condensed. Each program usually requires separate admission. Typical graduate options coupled with the MBA include law, healthcare, engineering, technology, international studies, and public policy.

### Specialty Programs

Specialty programs are very career specific. Planning and researching your chosen industry will help you determine whether a specialty program is a better option than a generalist MBA degree. Examples include Master of Accountancy, Master of Healthcare/Hospital Administration, and Master of Computational Finance.

### Executive Development Programs

Executive development programs range from non-degree seminars to certificate programs and can consist of one or more sessions.

## Identifying the Best Schools for You

### THE RESEARCH PROCESS

Although there are more than 1,800 graduate management programs worldwide, only a fraction of them will be a good match for you. Before you can identify the best school(s) for you, your career-related goals and personal considerations should be well defined. We recommend CareerLeader®, the online interactive self-assessment that analyzes your interests, abilities, and values, resulting in a detailed description of career paths and work cultures in which you are likely to thrive. You should identify the type of MBA program that will best serve you. What are the most effective ways to examine and evaluate specific b-schools?

First, identify a broad range of schools that appear to meet your future career path needs. Second, do more in-depth research to narrow your list to the schools where you will apply. Your objective is to eliminate any schools that do not closely match your personal and professional goals. There are two components to this process: (1) identify where you can find the information—recognizing the limitations and biases of those sources and (2) identify what information is critical and should be examined from each of your sources.

### WHERE TO GATHER INFORMATION

#### School Publications and Materials

Look at each school's electronic and print publications. Request brochures and application materials using the school's Web site, or contact the admissions office by phone or fax to have information mailed to you. Visit [www.mba.com](http://www.mba.com) and use MBA Pathfinder® for direct links to more than 700 MBA programs, representing more than 280 universities worldwide. A school's Web-based and print materials provide evidence of what the school values most in its students. These materials also highlight what the school considers to be its strengths.

#### Admissions Staff

Admissions representatives are valuable resources for clarifying what you have read and providing anecdotal information beyond what is found in published materials. Staff can help put into perspective the realities of their programs with respect to your interests. Use admissions staff strategically by asking clarifying questions, such as: "What parts of the application do you weigh most heavily?" or "Is there a difference in who you admit early in the process versus later?"

No one can give you effective advice unless something is known about your goals. In your conversations with admissions staff, remember to provide key information about your background and interests. Avoid asking vague questions, such as: "Why should I come to your school?", "What are my chances for admission?" or "Will I be able to get a scholarship?"

Look at each school's publications, or call the admissions offices directly to learn of opportunities to speak personally with admissions officers.

### Current Students and Alumni

Students and recent alumni are the best sources of information on the culture and learning environment of a particular school. However, do not expect them to be authorities on application requirements, deadlines, or school policies.

### School Placement Staff

Keep in mind that your access to placement staff may be limited before you are an admitted applicant. There is a possibility that representatives from a school's placement office will attend recruiting events or be available during campus visits.

If accessible, use placement staff to test the validity of your MBA career assumptions against your background. Placement professionals are the best authority on whether your MBA career aspirations are likely to be satisfied at their schools. Ask, for instance, if they have worked with students whose backgrounds and aspirations are similar to yours. If so, ask how successful those graduates were in securing internships and jobs. Regardless of when you gain access to placement staff, their input is valuable. Schools have a vested interest in admitting those students best able to take advantage of their programs through realistic placement goals.

Review published placement statistics. Do not ask questions of the staff when you can find the answer in print. You should, however, seek clarification on data that are relevant to you. Examples of questions to ask are:

- “Can you separate your consulting average by specialties?”
- “Of your marketing graduates, what percentage went into brand management?”
- “Your materials indicate that 30 percent of your class is international and that 30 percent went to work internationally. Are they the same 30 percent?”

### Media, Guidebooks, and the Popular Business Press

The numerous books, research articles, and comparison studies on business schools are frequently cited by MBA applicants as valuable for learning about programs. No matter what sources of information you use, you are assured of receiving the most up-to-date and accurate material directly from each school. Do not rely only on secondary sources of information to do your research. The further you inquire, the more balanced your understanding of the schools will become. Highly disputed but widely used are the publications that rank MBA programs. Please go to GMAC's Web site, [www.mba.com](http://www.mba.com), for some very important precautions to keep in mind when using rankings.

#### **TIP #3**

##### **Understand that an average is derived.**

The “average” MBA graduate is not a summary description of any one person.

It is unlikely that any single MBA graduate had all of the following: average GPA, average GMAT®, average years of pre-MBA work experience, average scholarship amount, average internship wage, average time to secure a permanent job, and average full-time starting salary upon graduation. Pay attention to ranges rather than averages. View averages as working estimates of what may be possible.

### Colleagues

Although you might want to be careful about publicizing your MBA plans at work, you should seek the opinions of people you trust and respect in the business world. Ask what they think about your plans to pursue a graduate management degree. If you work with MBAs, find out about their experiences, and ask what they perceive as your personal and professional strengths.

### Human Resources Staff

Contact corporate human resources (HR) representatives if you are already interested in a specific industry or field. Staffing specialists can be valuable sources of information. Identify those with titles such as Manager of Campus Recruiting, Director of MBA Recruiting, or Manager of College/University Relations. Describe your own background and intentions for MBA study. What advice do they have? What types of MBAs do they seek? What are their recruiting

schedules? Not only will you gain helpful information, but you will also establish valuable networking contacts for your MBA internship search.

#### **Seek opinions.**

*Outside of your job, network with individuals in professional organizations that support your MBA objectives. What are their opinions and advice for you?*

*Note: Do not rely heavily on the advice of any one person. Talk to a number of individuals to get a fair sample of ideas and reduce the chances that someone's personal bias becomes yours.*

### **WHAT TO ASK**

To be a savvy consumer of MBA education, you must align your priorities and goals with a program's strengths. It is in your best interest to look beyond each school's marketing messages. Thoroughly investigate the school's attributes to uncover concrete evidence that your priorities and expectations will be satisfied. For example, if a school says its program is global, ask about the specific qualities and achievements that make it so. Your challenge is to be discriminating in your evaluation of this information. Collect evidence within each of the following areas:

#### Core Courses

Most b-schools consider core courses to be the minimum expected academic training needed in each of the key business functions. The required core lays the foundation for the program and usually is sequenced at the beginning of study. The core generally includes accounting, economics, finance, human resources/organization management, marketing, operations/production management, statistics/quantitative methods, technology/information systems, and business strategy.

Consider the following issues:

- How much input do you have in how your classes are sequenced? Because core classes are prerequisites for taking subsequent courses in a discipline, this issue has major implications for how quickly you can develop a functional specialty and be competitive for internships.
- Can you exempt any of the required courses? Are exemptions based on previous course work, professional designations, or examination results? How do exemptions affect your program options?
- While it is easy to determine the average class size in core courses, it is more important to focus on access to faculty and structure of learning.

#### **TIP #4**

##### **Curricular Prerequisites**

Most b-schools accept applicants from a wide range of undergraduate backgrounds. Schools may ask you to take specific course work prior to enrollment to address deficiencies in your academic background. Be proactive:

- If your quantitative skills are weak, take courses in calculus or other quantitative topics to strengthen your skills and improve your application.
- You know best what your weaknesses are. Do not wait until an admissions officer tells you to take supplementary course work.
- Understand how long it will take to complete prerequisite work prior to MBA enrollment, and allow yourself sufficient time.

### Electives

Within the general MBA program, you build your area of expertise through elective courses or subjects of study. You select electives based on your need to develop a functional specialty, or what some schools refer to as a concentration. To effectively judge how the curriculum will help you, examine the following:

- How many electives are offered? Are they offered every year? Will the electives you are interested in be offered while you are enrolled?
- Are concentrations required? Do you get scheduling priority for courses in your concentration? Can you have more than one concentration?
- Are there additional courses in other areas that make sense for you to take given your goals? Can you take a course outside of the business school but within the university for MBA credit?
- Can you do independent study or design your own concentration?

- Under what circumstances are courses canceled? How often does this occur?
- What are the average enrollments in elective courses, and what is implied about the access to faculty and the structure of learning?
- Can you transfer any credits from previous course work?

### Registration and Course Selection

Examine the process of registration and course selection:

- How does scheduling work? Is it open enrollment, the lottery system, etc.? What are your chances of getting spaces in the classes you need, when you need them?
- When are course schedules finalized? Can you change your schedule? How, when, and under what circumstances?
- What is a typical course load? Can you increase or decrease the number of courses you take? Are there limits per term, semester, or year?
- Is there an academic advising system?

### Teaching Approaches

A school's philosophy on approaches to learning can vary substantially from program to program. Become familiar with the mix of instructional techniques that b-schools use. For instance, in a case method of teaching, students' contributions in class are the central activity around which the learning occurs; conversely, in the lecture approach, the faculty member drives the subject matter. Both case and lecture methods require high levels of student participation. Other differences in teaching styles include theory versus application and quantitative versus qualitative. Find out:

- if the school prescribes a uniform teaching or grading style within the program, or if it is left up to each faculty member,
- what forms of feedback are formalized between students and faculty, and if teaching and course evaluations are utilized, and
- how group work is viewed and measured.

### Faculty

A sizable part of a school's reputation is related to its focus on research, which results in more relevant and timely course content. Faculty renown strengthens industry ties and promotes an MBA program's brand, helping graduates secure jobs. Some schools put more emphasis on teaching quality than on faculty research, but most schools try to adopt a balanced approach. They believe that quality research leads to highly relevant teaching and that both deserve equal weight. A school's emphasis on teaching versus research will determine the type of faculty it attracts. To find out where a school stands on this issue, ask:

- What attracts faculty to the school? What keeps them there?
- Are the faculty known for their academic research, teaching quality, accessibility to students, or a combination?
- How active are faculty members in professional associations and in the corporate world? How do those connections enrich your experience?

The most widely publicized statistic relating to faculty is the student/faculty ratio. A ratio of 15:1 implies that for every 15 students, there is one faculty member. Note: These ratios can be misleading. Do not be concerned about the ratio itself, but about the reality of access to professors when you need them.

### Placement

Examining placement is one way to gauge how the outside world values the MBAs who graduate from a school. Research the following:

- How have graduates from the school done in your planned career path? Salary information is usually reported by category, such as functional area, industry, geography, and average years of work experience. Develop realistic expectations about your ability to achieve the average; your individual strengths and achievements may be different.
- What placement services (educational workshops, interviewing, personal counseling, mentoring, etc.) does the placement office provide and for whom?
- Consider the experiences and philosophies of the placement staff. Do they have a strong history with alumni? How well do staff members get to know individual students?

- What percentage of students use the school's placement services? Are placement services geared toward counseling, campus interviewing, or both? What percentage of students secure jobs through campus recruiting or alumni help, especially in your planned career area?
- Do faculty get involved in placement activities?

### TIP #5

#### Beware the numbers.

- Use placement statistics to gain a general sense—not to create an absolute expectation—of your potential MBA income.
- As you look at salary statistics, remember that you are not the average. No one is. An MBA is not a guarantee that you will earn the same starting salary two years from now as someone with similar credentials today. The economy when you graduate could be very different.
- Ask what percentage of the class reported job offers and at what point in the year. Students with great job offers are more likely to report information for the record. Moreover, if placement data are calculated early in the placement season, statistics are likely to reflect mostly the high end of the salary range.
- Consider geographic differences in terms of economics and cost of living.

Make sure you adjust numbers accordingly for fair comparisons. Realize that there is not full employment in the world market. It is not likely that any b-school can ever say 100 percent of a class is placed at any given point in time. However, be sure you find out how the placement office works with students who are not placed by graduation and if the school offers placement assistance for alumni.

### Financial Aid

The total cost to obtain an MBA will vary from school to school. Each program sets its own rates for tuition and fees. Two types of costs make up the total cost of education—direct costs and indirect costs. Direct costs are those associated with your enrollment in a graduate management program and fees that you normally pay directly to the school. Direct costs include tuition, student fees, books, and supplies. Indirect costs are those living expenses incurred while attending b-school. These costs include: housing, utilities, food, personal expenses, transportation, and other standard living expenses.

Your decisions about whether or not to go to school and where you will live while in school affect your total cost of education. At this point in your examination of schools, you should not eliminate a school based on cost. However, knowing the financial impact of your decision gives you an important planning tool.

Speak to an admissions officer about financial concerns at each of the schools you are interested in attending. The admissions staff can provide information about scholarships, fellowships, teaching assistantships, and other sources of financial aid that may be available through the b-school. Schools may award scholarships based on an applicant's test scores, grades, experience, financial need, or any combination of factors.

#### The Financial Aid Process

- *Are awards based on merit, need, or both? What information does the school use to make financial aid awards?*
- *When are award decisions made—with application decisions or later?*
- *If you are looking at a school outside your home country, will there be different requirements or considerations?*
- *If you are not awarded financial aid initially, what are your chances for awards later?*

### TIP #6

#### Budget for Applications!

Add up the following costs:

- Application fees (ranging from US\$40 to US\$200), including money for submissions using various Web services or CD-ROM programs
- Testing fees, test preparation materials, and other miscellaneous costs
- Transcript request fees
- Phone calls
- Travel expenses for recruiting events, interviews, or campus visits; and postage or express delivery services

Costs add up quickly. Be realistic about what you will spend to apply to each school.

## Lifestyle and Other Considerations

Your MBA experience will encompass many factors beyond academic life. Once you have identified schools that appear to satisfy your academic and career goals, question their fit in light of your lifestyle and environmental preferences. For instance, if your MBA decision involves a family choice rather than an individual one, how will your decision affect those closest to you?

The student culture within the MBA program is also an important consideration. You will learn as much from your fellow students as you will from faculty members because your classmates will represent a wide variety of work and cultural backgrounds. Assess how you can best capitalize on the school's diversity in its broadest sense. Participation in student-run organizations, community programs, and international field trips can greatly enhance your experience. For more factors to consider, go to [www.mba.com](http://www.mba.com).

### TIP #7

#### Not staying in your home country?

- You will need a student visa to study in another country where you are not a citizen.
- Proof of sufficient funds may be required in order for you to obtain the necessary visa. The term "sufficient funds" is usually defined as all tuition and school-related and living expenses for the duration of the program.
- Obtaining your student visa can be a lengthy process, so you are advised to observe the earliest application deadlines.
- A student visa may restrict you from working. Regardless, like other full-time MBA students, you will not have time to earn sufficient funds to cover even the most meager living expenses.

### REALITY CHECK

Compare yourself to the typical student profile at each program. In a competitive application process, you must use your personal judgment to determine which schools are worth your investment of time and money. As a savvy consumer, ensure that the institutions possess the curricular strength, culture, and program philosophy that best meet your needs.

## Applying Effectively

### APPLICATION AND SELECTION PROCESSES

Each admissions professional is charged with making the best possible selections—from a large pool of applicants—for a limited number of spaces in a class. Consequently, applicants have a critical responsibility to articulate their goals relative to a particular program's strengths. Just because you appear to meet a school's minimum qualifications, you are not guaranteed admission.

Not all MBA schools or admissions professionals have the same set of objectives or processes. In general, most admissions professionals believe that their role is to evaluate candidates' potential MBA success (both academic and professional) against the strengths, limitations, content, and culture of the schools' MBA programs.

Factors such as academic record, recommendations, and work experience are used by most admissions professionals to judge your potential for success in their programs relative to their overall applicant pools. Before you submit your applications, ask yourself the following questions:

- Is this really the best time for you to go to b-school?
- Is your career limited to your current level without an MBA? Do you really need an MBA to move up in management?
- Do you need more time to develop your skill set, build more experience in your field, or save more money for b-school?
- Are you approaching the level of experience that limits the financial leverage provided by certain types of MBA programs?

### TIP #8

#### Who is your competition?

You will never have a full understanding of a school's current applicant pool. You can, however, look carefully at whatever historical information is published. Beware of statistics. Understand that numbers can be

deceiving. If a school accepts 33 percent of its applicants, it does not mean that you have one out of three chances of gaining admission. Your credentials may be strong enough that you have a very good probability of acceptance, or they may be so weak that you are unlikely to gain admission. Your chances of being accepted may also be affected by when you submit your application. Generally, earlier is better. Before preparing your application, compare the published student profile against your own GPA, GMAT® scores, education, work experience, and accomplishments. You may need to address one or more of these areas in your application.

### APPLICATION CRITERIA

To demonstrate your relative competitiveness within a school's applicant pool, you must present evidence of your potential to succeed. Be aware that not all schools will require all of the admissions criteria described on the following pages. It is imperative that you read each school's application instructions carefully.

### GMAT®

The Graduate Management Admission Test® (GMAT®) is specifically designed to help graduate schools of business assess the qualification of applicants for advanced study in business and management. Your GMAT® score is only one predictor of academic performance in the first year of graduate management school. The GMAT® does not measure every discipline-related skill necessary for academic work, nor does it measure subjective factors important to academic and career success—such as motivation, creativity, interpersonal skills, study skills, or overall success on the job. Find out from each school how scores will be factored into the admissions decision.

### TIP #9

#### Retesting

If you feel that you could improve your total GMAT® score, consider retesting after additional preparation. Most schools will consider your best score.

Please be aware that additional preparation and retesting may not always result in a higher test score. See page 20.

### Academic Record

Every school wants students to succeed academically. Therefore, admissions representatives will examine your academic record to predict future performance. Most programs consider all aspects of your academic experience including your choice of undergraduate institution; undergraduate grade point average (GPA), cumulative and within major; the trends in your grades from semester to semester; difficulty of the degree requirements; and any post-undergraduate academic endeavors.

A strong academic record generally indicates a person's maturity and disposition toward academic pursuits, plus the discipline and drive developed over a four-year span. Preferably, the two academic measures in your application, GMAT® scores and GPA, should both be strong. If one is weak, the other needs to be strong enough to compensate. On balance, the academic portion of your application should be competitive for the schools you have selected. Be ready to explain if your undergraduate record is less than stellar.

Unlike many other types of master's programs, the MBA does not have a standard or preferred undergraduate major. Candidates come from engineering, fine arts, liberal arts, life and social sciences, business, and teaching—the range of college degrees. However, if you have taken any business or quantitative courses, MBA admissions professionals will take note of your performance. If you have earned another graduate degree or have taken post-undergraduate courses, those too will be considered when assessing your academic abilities.

When applying to programs outside your home country, you need to be aware of the differences in educational systems and whether your education meets the requirements of the b-schools you choose.

### Recommendations

When selecting individuals to write recommendations on your behalf, choose those who know about your plans for MBA study. These references can include employers, colleagues, or others who have had to rely on your work. (An academic reference does not usually meet this requirement.) Understand that references are

valuable only to the extent that they provide insight into your relevant professional skills. Avoid references who have important sounding job titles but do not know you or your work. Make sure that you understand each school's policy regarding recommendations. Each program requires a specific number. Do not exceed that number without prior agreement from the admissions staff. Sometimes more is not better. If you have concerns about asking your current supervisor for a recommendation, consult the admissions staff.

### Work Experience

B-schools are significantly different from other graduate programs in their expectations for work experience. Work experience will be considered for the same reason as past academic experience. What you have accomplished (both quality and quantity of work) is used to predict your future performance.

In measuring the value of your experience, admissions professionals will carefully review your resume or work record to look for evidence of your accomplishments. Make sure that you focus more on results than on the activities themselves. Admissions professionals will expect to see how your current career interests can be coupled with your past experience and an MBA.

The requirement for full-time, post-undergraduate work experience varies widely from school to school. If the quality of your experience is good, the quantity may become less important—especially if you have reached a plateau in your career. If you have sufficient work experience but the quality is inconsistent (e.g., interrupted by frequent job changes), it may be considered weak. Be prepared to discuss your experience in admissions interviews and essays.

### TIP #10

#### Experience Versus Exposure

Generally, schools count only full-time, post-undergraduate work experience in the “average work experience for the entering class.” One reason for emphasizing work experience is that most business courses draw upon the students' past work experiences, through frequent class participation and group work. If you lack that vital experience, you have less to contribute. Therefore, you may not be viewed as strongly as a candidate with similar academic credentials who can also share work insights with classmates. In summer internships and part-time work, you are exposed to the business environment, but you are not provided with sufficient experience or responsibility. Some schools require a minimum level of post-undergraduate work experience. The average age of matriculating b-school students worldwide is 28; ten years ago the average age was 25. Corporations, the true b-school customers, have driven the demand for more experience.

### Interviews

Interview policy varies from school to school. Some schools only grant interviews by invitation; others will not grant interviews at all. Still others will interview all applicants. Be sure you understand how your interview will be used in the selection process. For more information about how schools might use interviews, visit [www.mba.com](http://www.mba.com). Because schools vary in their approaches, make sure you ask what is preferred.

In your interview, do not ask questions that can easily be answered by reading the school's materials ahead of time. The questions you ask are a reflection of your preparation and understanding of the program.

### Extracurricular and Community Activities

Extracurricular and community activities can demonstrate your leadership potential and your ability to balance personal and professional interests. If you list membership in any organization, be prepared to talk about what you personally contributed. If you cannot, do not add the organization to your list.

### Essays

Answer the questions as written! You would be amazed at how many applicants fail to address the specific topics indicated. To sell yourself as an applicant, you must articulate how your interests and abilities align with the particular features of a b-school, such as special courses, faculty research interests, or specific corporate relationships.

You should demonstrate in your essays that you have done your homework relative to the MBA program. Essays should (1) be reasonably specific; (2) address the particular school and program in question; (3) be succinct. (Stay within the word limit specified; if unsure, ask. As a general rule, do not write more than one or two typed pages per essay.); (4) reinforce the other pieces of your application—what you say in interviews, for example; and (5) be carefully written with attention to content, delivery, and grammar.

### DIVERSITY

Consider the definition of diversity in its broadest sense—e.g., geographic, cultural, ethnic, and experiential. Most schools look to enrich the education and life experiences of all students by creating the most diverse class possible. Make sure you express your individuality and highlight it in your application.

### SCHOOL TIES

If you have a family member who graduated from a school that interests you, use that person as a resource to provide insight into the program. On the other hand, be careful not to try and leverage your connections to gain a spot in the class in lieu of your credentials.

### ENHANCING YOUR APPLICATION

Following are a few suggestions for enhancing your application. To fully understand the importance of each, go to [www.mba.com](http://www.mba.com).

- Highlight and showcase your positive attributes.
- Be sure to acknowledge your weaknesses.
- Compare your goals to the school's strengths.
- Earlier is better.

### Be Selective in What You Share.

*In your application, provide only pertinent, requested information completely and accurately. Usually, disclosure of highly personal information is not relevant to your application. Be selective.*

### TIP #11

#### Final Checklist

1. Your application should look professional. All schools expect a serious applicant to submit materials that are typed, complete, and organized.
2. Double check the materials you are submitting to each school, and make sure you send the right materials to the right place.
3. Most b-schools will let you know if you have a choice of submitting the application online or on paper and whether there is a preference.
4. Finally, complete the entire application. If you skip sections, you risk appearing lazy, sloppy, or uninterested.

## Deciding

### NOW COMES THE HARD PART

Once you hold the application decision letter(s), the options available to you may not be what you expected. This is the point when the investment you made in careful planning and analysis becomes most critical.

There are three basic ways a school will respond to your application...yes, no, or maybe. It is impossible to predict the final combination of responses that you will receive. To see a full discussion of each option, please visit [www.mba.com](http://www.mba.com).

### TIP #12

#### Live like a student before you become one.

- If you need to borrow funds for the MBA, the last thing you want is to be holding an acceptance letter without the ability to secure financing.
- Make sure you are credit ready (you have not defaulted on any loan) and credit worthy (you have an established track record of good credit and the ability to assume more debt) so that you can borrow if necessary.
- Begin to reduce your debt. Reduce the number of credit cards you hold and their balances.
- Pretend you are on a student budget.



Some of the joy shared at the PhD Project Conference. Dr. Michael DeVaughn, University of Minnesota, Dr. Karen Nuñez North Carolina State University & Dr. Nicole Thorne-Jenkins, Washington University–St.Louis

## There's a lot of joy in being a Professor.

If you are searching for more meaning than your current career can offer, have a passion for learning, and are of African-American, Hispanic-American or Native American descent—let The PhD Project be your guidance counselor.

The PhD Project provides access to key information and resources about doctoral studies in the business area, as well as a network comprised of current doctoral students, faculty and doctoral program directors...the very people who once walked in your shoes.



Perhaps the single greatest support provided by The PhD Project can be found at our annual conference in Chicago. Held every November and fully-subsidized, you'll network with others who are considering a career as a professor, current doctoral students, professors and doctoral program directors. We invite you to share this "life-altering" experience by visiting our website, and imagining what it must feel like to devote your life, and your career to changing the face of corporate America.

Call 1-888-2GET-A-PHD or visit [www.phdproject.org](http://www.phdproject.org) for more information.

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James S. Kemper Foundation

Merrill Lynch & Co. Foundation, Inc.

Fannie Mae Foundation

Abbott Laboratories

State Street Corporation

JPMorgan Chase

Pfizer, Inc.

Robert K. Elliott

Hewlett-Packard Company

Sara Lee Branded Apparel

Goldman, Sachs & Co.

For more information, visit our website at: [www.phdproject.org](http://www.phdproject.org)



THE **PhD** PROJECT <sup>SM</sup>  
PURSUING HOLISTIC DIVERSITY

# Institution Code List

Listed below are GMAT®-using institutions/programs that are authorized to receive official GMAT® score reports. Visit the Web site at [www.mba.com](http://www.mba.com) for an up-to-date list.

## SCHOOLS IN U.S., U.S. TERRITORIES, & PUERTO RICO

### ALABAMA

1003 Alabama Agricultural and Mechanical University  
1006 Alabama State University  
7089 Andrew Jackson University  
Auburn University:  
1005 — Auburn  
1036 — Montgomery  
1064 Birmingham-Southern Coll.  
3878 Columbia Southern University  
1034 Faulkner University  
1736 Jacksonville State University  
1302 Samford University  
1733 Spring Hill College  
Troy State University:  
1824 — Dothan/Ft. Rucker  
5797 — Ft. Benning  
4825 — Malstrom AFB  
1798 — Montgomery  
3387 — Phenix City  
1738 — Troy  
1885 United States Sports Acad.  
University of Alabama:  
1856 — Birmingham  
1854 — Huntsville  
— Tuscaloosa  
1944 — Executive MBA  
1830 — MBA  
1515 University of Mobile  
1735 University of North Alabama  
1880 University of South Alabama  
7216 Virginia College

### ALASKA

4201 Alaska Pacific University  
University of Alaska:  
— Anchorage  
4896 — Business  
4987 — Public Administration  
4866 — Fairbanks

### ARIZONA

4003 American Graduate School of International Management  
Arizona State University:  
4007 — Main Campus  
4163 — West Campus  
4331 Grand Canyon University  
4393 Keller Graduate School of Management  
4006 Northern Arizona University  
4827 Troy State University  
4168 University of Advancing Computer Technology  
University of Arizona:  
4229 — MAcc  
4184 — Marketing Ph.D.  
4832 — MBA  
University of Phoenix:  
4911 — Phoenix  
4913 — Tucson  
4962 Western International Univ.

### ARKANSAS

6011 Arkansas State University  
6267 Harding University  
6272 Henderson State University  
6273 Hendrix College  
4176 John Brown University  
University of Arkansas:  
6866 — Fayetteville  
6368 — Little Rock  
6012 Univ. of Central Arkansas

### CALIFORNIA

4039 Alliant International Univ.  
4209 American InterContinental University  
3535 American Language Institute  
4192 Anaheim University  
4156 Antioch University  
4008 Armstrong University  
4596 Azusa Pacific University  
4017 Biola University  
4094 California Baptist University  
4046 California Institute of Integral Studies  
4088 California Lutheran University  
4128 California School of Professional Psychology  
California State University:  
— Bakersfield  
4995 — Channel Islands  
4048 — Chico  
4098 — Dominguez Hills  
4312 — Fresno

### CALIFORNIA (cont'd)

4589 — Fullerton  
4011 — Hayward  
4345 — Humboldt  
4389 — Long Beach  
4399 — Los Angeles  
4707 — Northridge  
4082 — Pomona (Polytechnic)  
4671 — Sacramento  
4099 — San Bernardino  
4682 — San Diego  
4684 — San Francisco  
4687 — San Jose  
4038 — San Luis Obispo (Polytechnic)  
4134 — San Marcos  
4723 — Sonoma  
4713 — Stanislaus  
4047 Chapman University  
4053 Claremont Graduate University  
4069 Concordia University  
4284 Dominican College of San Rafael  
4616 Fresno Pacific University  
4329 Golden Gate University  
4349 Hebrew Union College  
4059 Holy Names College  
4614 Hope International University  
4345 Humboldt State University  
4365 John F. Kennedy University  
Keller Graduate School of Management:  
4161 — Fremont  
4434 — Irvine  
4428 — Long Beach  
4354 — Pomona  
4427 — San Diego  
4380 La Sierra University  
4386 Lincoln University  
4062 Loma Linda University School of Public Health  
4403 Loyola Marymount University  
4485 Mills College  
4507 Monterey Institute of International Studies  
4557 National University  
4831 Naval Postgraduate School  
5485 Northwestern Polytechnic University  
4063 Notre Dame de Namur Univ.  
4625 Pacific States University  
4609 Pacific Western University  
4326 Pepperdine University  
4605 Point Loma Nazarene College  
4269 RAND Graduate School  
4675 Saint Mary's College of CA  
San Diego State University:  
4682 — Full Time MBA  
4731 — HSA  
4668 — Part Time/Executive MBA  
4684 San Francisco State Univ.  
4687 San Jose State University  
4851 Santa Clara University  
4723 Sonoma State University  
Stanford University:  
4730 — Doctoral  
4704 — MBA  
4718 — Stanford Sloan Program  
4238 Transworld University  
University of California:  
— Berkeley  
4185 — Berkeley-Columbia Exec. MBA  
4916 — Evening & Weekend MBA  
4769 — Financial Engineering  
4833 — MBA Full Time  
4925 — PhD  
— Davis  
4834 — Full Time MBA  
4772 — Working Professional MBA  
— Irvine  
4928 — Executive/Fully Employed MBA  
4859 — MBA and MBPA  
4988 — PhD  
4837 — Los Angeles (UCLA)  
4764 — Educational Leadership Program  
4440 — Executive/Fully Employed MBA  
4839 — Riverside  
4836 — San Diego  
4927 — Pacific International Affairs  
4876 University of Judaism  
4381 University of La Verne  
4065 University of the Pacific  
University of Pennsylvania:  
4740 — Wharton MBA for Executives

### CALIFORNIA (cont'd)

University of Phoenix:  
4798 — San Diego  
4914 — San Jose  
4848 University of Redlands  
4849 University of San Diego  
4850 University of San Francisco  
Univ. of Southern California:  
4818 — Executive MBA  
4929 — IBEAR MBA  
4852 — MBA  
4715 — MBA.PM  
4939 — MPA  
4971 — PhD  
4796 — School of Accounting  
4937 — School of Urban & Regional Planning  
4955 Woodbury University

### COLORADO

4001 Adams State College  
4573 Colorado Christian University  
4073 Colorado School of Mines  
4075 Colorado State University  
4172 ISIM University  
4484 Mesa State College  
4656 Regis University:  
4714 — External MBA  
4830 U.S. Air Force Academy  
University of Colorado:  
4841 — Boulder  
4817 — Journalism Mass Comm.  
4800 — Colorado Springs  
— Denver  
4813 — Executive MBA  
4819 — MBA  
4875 — Public Affairs  
University of Denver:  
4856 — Graduate Tax Program  
4842 — MBA  
4074 University of Northern CO  
4918 University of Phoenix  
4611 University of Southern CO

### CONNECTICUT

3159 Central Conn. State Univ.  
3966 Eastern Conn. State Univ.  
3390 Fairfield University  
3712 Quinnipiac University  
3734 Rensselaer at Hartford  
3780 Sacred Heart University  
3662 Southern Conn. State Univ.  
5807 U.S. Coast Guard Academy  
3914 University of Bridgeport  
University of Connecticut:  
3928 — Hartford  
3926 — Stamford  
— Storrs  
3949 — EMBA  
3915 — MBA  
3952 — MS in Accounting  
3942 — MSN/MBA  
3950 — PhD  
3410 — Waterbury  
3436 University of Hartford  
3663 University of New Haven  
3350 Western Conn. State Univ.  
Yale University:  
3986 — MBA  
3975 — MPH

### DELAWARE

5153 Delaware State University  
5255 Goldkey-Beacom College  
5811 University of Delaware:  
5945 — Executive MBA  
5874 — MS in Accounting  
5469 Wesley College:  
5685 — Center for Adult Studies  
5925 Wilmington College

### DISTRICT OF COLUMBIA

5007 American University  
5104 Catholic Univ. of America  
5240 Gallaudet University  
George Washington Univ.:  
5272 — Executive MBA  
5246 — MBA  
5268 — MPH  
5438 — MSF  
5259 — PhD/SBPM  
Georgetown University:  
5234 — IEMBA  
5244 — MBA  
5230 — MSFS  
5297 Howard University  
5610 Johns Hopkins Univ. - SAIS  
5622 Southeastern University  
5632 Strayer College

### DISTRICT OF COLUMBIA (cont'd)

5796 Trinity College  
5783 Troy State University  
5929 University of the District of Columbia

### FLORIDA

5914 Argosy University/Sarasota  
5053 Barry University  
5190 Embry-Riddle Aeronautical University  
5215 Florida Agricultural and Mechanical University  
5229 Florida Atlantic University  
5300 Florida Gulf Coast University  
5080 Florida Institute of Tech.  
5206 Florida International Univ.  
Florida Metropolitan Univ.:  
5226 — Brandon Campus  
5160 — Fort Lauderdale Campus  
9907 — Hillsborough Campus  
5777 — Lakeland Campus  
5191 — Melbourne Campus  
5345 — Orlando Campus (North)  
5538 — Orlando Campus (South)  
5232 — Pinellas Campus  
5218 Florida Southern College  
5219 Florida State University  
5754 IMPAC University  
5324 International College  
5331 Jacksonville University  
Keller Graduate School of Management:  
5759 — Miami  
5468 — Orlando  
5467 — Tampa  
Lynn University  
5479 National-Louis University  
Nova Southeastern Univ.:  
5516 — Doctoral  
5514 — MBA  
5553 Palm Beach Atlantic College  
5572 Rollins College  
5638 Saint Leo College  
5076 Saint Thomas University  
0835 Schiller International Univ.  
5630 Stetson University  
5791 Troy State University  
5233 University of Central Florida  
5812 University of Florida:  
5801 — MBA Program  
5815 University of Miami  
5490 University of North Florida  
5828 University of South Florida  
5819 University of Tampa  
5833 University of West Florida  
5883 Warner Southern College  
5893 Webber International Univ.

### GEORGIA

5004 Albany State University  
5019 American InterContinental University  
5012 Armstrong Atlantic State University  
5336 Augusta State University  
5059 Berry College  
Brenau University:  
5090 — Augusta  
5066 — Gainesville  
5110 Clark Atlanta University  
5123 Columbus State University  
Emory University:  
5187 — Goizueta Business School  
5959 — Rollins Sch. of Public Health  
5252 Georgia College  
Georgia Institute of Tech.:  
5248 — MBA, QCF, & PhD  
5236 — MSMOT  
5253 Georgia Southern University  
5250 Georgia Southwestern State University  
Georgia State University:  
5264 — Doctoral  
5265 — Executive MBA  
5251 — MBA  
5258 — School of Policy Studies  
5375 Keller Graduate School of Management  
5359 Kennesaw State University:  
4622 — Executive MBA  
5362 LaGrange College  
Mercer University:  
5025 — Atlanta  
5409 — Macon  
5420 Morehouse School of Medicine  
5497 North Georgia College  
5521 Oglethorpe University

### GEORGIA (cont'd)

5537 Piedmont College  
5609 Savannah State University  
5614 Shorter College  
5626 Southern Polytechnic State University  
5900 State Univ. of West Georgia  
5072 Thomas University  
Troy State University:  
5471 — Albany  
5772 — Atlanta  
5797 — Ft. Benning  
University of Georgia:  
5939 — Executive MBA  
5813 — MBA  
5855 Valdosta State University  
5895 Wesleyan College

### HAWAII

4105 Chaminade University of Honolulu  
4352 Hawaii Pacific University  
4448 Lambert University  
4867 University of Hawaii

### IDAHO

4018 Boise State University  
4355 Idaho State University  
4544 Northwest Nazarene College  
4843 University of Idaho

### ILLINOIS

1027 Aurora University  
1707 Benedictine University  
1070 Bradley University  
3705 Cardean University  
1119 Chicago School of Professional Psychology  
DePaul University:  
1165 — Evening MBA  
1174 — Full-Time MBA  
1667 Dominican University  
1199 Eastern Illinois University  
1204 Elmhurst College  
1263 Governors State University  
1318 Illinois Institute of Technology  
1319 Illinois State University  
Keller Graduate School of Management:  
1116 — Chicago Loop Center  
7212 — Chicago O'Hare Center  
1390 — Elgin Center  
1360 — Lincolnshire Center  
1062 — Lisle Center  
1748 — Oak Brook Center  
1155 — On-Line Ed. Center  
1207 — Schamburg Center  
1260 — Tinley Park Center  
1009 Lake Forest Graduate School of Management  
1404 Lewis University  
1412 Loyola University of Chicago  
1470 Millikin University  
1711 National-Louis University  
1555 North Central College  
1556 North Park College  
1090 Northeastern Illinois Univ.  
1559 Northern Illinois University  
Northwestern University:  
1565 — Grad. School of Mgmt.  
1701 — IMC Program  
1308 — MEM Program  
1546 — PhD Program  
1596 Olivet Nazarene University  
1645 Quincy University  
1665 Rockford College  
1666 Roosevelt University  
3263 Rush University College of Health Sciences  
1708 Saint Xavier University  
Southern Illinois University:  
— Carbondale  
1731 — Master of Accountancy  
1726 — MBA  
1745 — Ph.D.  
1759 — Edwardsville  
University of Chicago:  
1849 — MA Public Policy  
1832 — MBA  
1819 — PhD  
University of Illinois:  
— Chicago  
1851 — MBA  
1864 — MPH  
1929 — Ph.D.  
1787 — Springfield  
1836 — Urbana  
1130 University of St. Francis  
1900 Western Illinois University



# INSTITUTION CODE LIST

## INDIANA

1016 Anderson University  
 1051 Ball State University  
 1079 Bethel College  
 1073 Butler University  
 1323 Indiana Institute of Tech.  
 1322 Indiana State University  
 Indiana University:  
 1324 — Bloomington  
 1762 — School of Public and Environmental Affairs  
 1338 — Gary  
 1137 — Kokomo  
 1314 — Southeast, New Albany  
 1339 — South Bend  
 Indiana University-Purdue University:  
 1110 — Columbus  
 1336 — Fort Wayne  
 1325 — Indianapolis  
 1310 — MA Economics  
 1446 Indiana Wesleyan Univ., LEAP  
 Keller Graduate School of Management:  
 7220 — Indianapolis Center  
 1239 — Merrillville Center  
 1440 Manchester College  
 1585 Oakland City University  
 Purdue University:  
 1638 — Hammond  
 — West Lafayette  
 1698 — Exec. MBA  
 1696 — Exec. MBA in Food & Agribusiness  
 1631 — Full-time MBA  
 1654 — German Intl. Grad. Sch. of Mgmt. & Admin.  
 1639 — Pharmacy and Pharmaceutical Sciences  
 1187 — PhD Programs  
 1627 — Restaurant, Hotel, Institutional Mgmt.  
 1802 Taylor University  
 1321 University of Indianapolis  
 University of Notre Dame:  
 1778 — Ernst & Young Program  
 1841 — MBA  
 1852 — M.S. in Accountancy  
 1693 University of Saint Francis  
 University of Southern Indiana:  
 1438 — Health Administration  
 1335 — MBA  
 4437 — MPA  
 1335 — MS in Accountancy  
 1874 Valparaiso University

## IOWA

6099 Clarke College  
 6847 Des Moines University  
 Osteopathic Medical Ctr.  
 6168 Drake University  
 6306 Iowa State University  
 4497 Maharishi University of Mgmt.  
 6617 Saint Ambrose University  
 6869 University of Dubuque  
 6681 University of Iowa  
 6307 University of Northern Iowa  
 6885 Upper Iowa University

## KANSAS

6062 Baker University  
 6056 Benedictine College  
 6335 Emporia State University  
 6218 Fort Hays State University  
 6224 Friends University  
 6334 Kansas State University  
 6615 Newman University  
 6336 Pittsburg State University  
 6815 Tabor College of Wichita  
 6892 United States Army Command and General Staff College  
 University of Kansas:  
 6871 — MBA  
 6859 — MHFA  
 6928 Washburn University  
 6884 Wichita State University

## KENTUCKY

1056 Bellarmine University  
 1071 Brescia University  
 1097 Campbellsville University  
 1200 Eastern Kentucky University  
 1368 Kentucky State University  
 1487 Morehead State University  
 1494 Murray State University  
 1574 Northern Kentucky University  
 1552 Spalding University  
 1773 Sullivan College  
 1876 Thomas More College  
 1837 University of Kentucky  
 1838 University of Louisville  
 1901 Western Kentucky University

## LOUISIANA

6082 Centenary Coll. of Louisiana  
 6250 Grambling State University  
 Louisiana State University:  
 6373 — Baton Rouge  
 6355 — Shreveport  
 6372 Louisiana Tech University  
 6374 Loyola Univ. New Orleans  
 6304 McNeese State University  
 6221 Nicholls State University  
 6492 Northwestern State Univ.  
 6656 Southeastern Louisiana Univ.  
 6663 Southern University  
 Tulane University:  
 6840 — Executive MBA  
 6809 — Health Systems Mgmt.  
 6832 — MBA  
 6842 — PhD  
 University of Louisiana:  
 6672 — Lafayette  
 6482 — Monroe  
 6379 University of New Orleans

## MAINE

3440 Husson College  
 3505 Maine Maritime Academy  
 3755 Saint Joseph's College  
 3903 Thomas College  
 3916 University of Maine  
 3691 University of Southern Maine

## MARYLAND

5401 Bowie State University  
 5101 Capitol College  
 5890 Columbia Union College  
 5402 Frostburg State University  
 5296 Hood College  
 Johns Hopkins University:  
 5352 — Hygiene & Public Health  
 5332 — MBA  
 5370 Loyola College in Maryland  
 5416 Morgan State University  
 5421 Mount Saint Mary's College & Seminary  
 5403 Salisbury University  
 5404 Towson University  
 5810 University of Baltimore  
 University of Maryland:  
 5835 — Baltimore County  
 — College Park  
 5814 — MBA  
 5865 — PhD  
 5804 — University College, DM Prog.

## MASSACHUSETTS

3002 American International Coll.  
 3009 Assumption College  
 3075 Babson College  
 3078 Bay Path College  
 3096 Bentley College  
 Boston College:  
 3083 — MBA  
 3033 — MS - Finance  
 3429 — MSA  
 3050 — PhD - Finance  
 3012 — PhD - Org. Studies  
 Boston University:  
 7980 — College of Communication  
 3113 — Doctoral  
 3091 — Executive MBA  
 3330 — ICV/EMS  
 3087 — MBA  
 3108 — Metropolitan Coll. MSCIS  
 3125 — MSMS  
 0821 — Overseas Programs  
 3101 — School of Public Health  
 Brandeis University:  
 3092 — Grad. Sch. of Arts & Sci.  
 3097 — Heller Graduate School  
 3122 — International Business School  
 9002 — Sustainable Intl. Develop. Program  
 3517 Bridgewater State College  
 3279 Clark University  
 3367 Emerson College  
 3368 Emmanuel College  
 3369 Endicott College  
 3518 Fitchburg State College  
 3519 Framingham State College  
 Harvard University:  
 3427 — Doctoral Program  
 3411 — International Tax Program  
 3454 — JFK School of Government  
 3444 — MBA Program  
 3451 — PhD Business Economics, Decision Sciences, & Organizational Behavior  
 3455 — School of Design  
 3456 — School of Public Health  
 3015 Hult International Bus. School  
 3481 Lasell College  
 Massachusetts Inst. of Tech.:  
 3540 — MLOG Program

## MASSACHUSETTS (cont'd)

3504 — MS Real Estate Development  
 3531 — Sloan Fellows Program in Innovation & Global Leadership  
 3514 — Sloan MBA Program  
 3510 — Sloan School Doctoral Prog.  
 3537 — System Design & Mgmt. Program  
 3697 Massachusetts School of Law  
 3666 Nichols College  
 3667 Northeastern University:  
 3673 — Boston-Bouve  
 3696 — Professional Accounting  
 3522 Salem State College  
 Simmons College:  
 3761 — MBA  
 3760 — Health Care Administration  
 3848 Stonehill College  
 3771 Suffolk University  
 3890 Tufts University  
 University of Massachusetts:  
 3917 — Amherst  
 3924 — Boston  
 3786 — Dartmouth  
 3911 — Lowell  
 Western New England Coll.:  
 3974 — Hanscom AFB  
 3962 — Springfield  
 3969 Worcester Polytechnic Inst.

## MICHIGAN

1030 Andrews University  
 1018 Aquinas College  
 2007 Baker College  
 1106 Central Michigan University  
 1123 Cleary College  
 3727 Concordia University  
 1183 Davenport University  
 1201 Eastern Michigan University  
 1222 Ferris State University:  
 1226 — MBA/ISM  
 1258 Grand Valley State University  
 1246 Kettering University  
 1421 Lake Superior State Univ.  
 1399 Lawrence Technological Univ.  
 1437 Madonna University  
 Michigan State University:  
 1741 — Accounting  
 1472 — Executive MBA  
 1749 — Finance  
 1742 — Hospitality Business  
 1728 — Management  
 1721 — Marketing & Supply Chain Management  
 1465 — MBA  
 1651 — Weekend MBA  
 1568 Northwood University  
 1497 Oakland University  
 1766 Saginaw Valley State Univ.  
 1732 Spring Arbor University  
 1835 University of Detroit Mercy  
 University of Michigan:  
 1839 — Ann Arbor  
 1048 — Exec. MBA  
 1839 — MBA/Macct  
 1869 — MBA Evening  
 1867 — PhD  
 1954 — Public Health  
 1771 — SNRE  
 1861 — Dearborn  
 1853 — Flint  
 1894 Walsh College  
 1898 Wayne State University  
 1902 Western Michigan University

## MINNESOTA

6014 Augsburg College  
 6231 Capella University  
 6107 College of Saint Scholastica  
 6445 Metropolitan State University  
 6677 Minnesota State University  
 6679 Saint Cloud State University  
 6632 Saint Mary's Univ. of Minn.  
 6703 Southwest State University  
 University of Minnesota:  
 6873 — Duluth  
 — Minneapolis/St. Paul  
 6874 — Full-Time MBA  
 6891 — Hospital Health Care  
 6799 — MA-HRIR  
 6864 — MBT  
 6886 — MSMOT  
 6948 — Part-Time/Exec. MBA  
 6867 — PhD  
 6110 University of Saint Thomas

## MISSISSIPPI

1008 Alcorn State University  
 1055 Belhaven College  
 1163 Delta State University  
 1341 Jackson State University  
 1471 Millsaps College  
 1477 Mississippi College

## MISSISSIPPI (cont'd)

1480 Mississippi State University  
 1840 University of Mississippi  
 University of Southern MS:  
 1479 — Hattiesburg  
 1870 — Long Beach  
 1907 William Carey College

## MISSOURI

6109 Avila College  
 6090 Central Missouri State Univ.  
 6095 Columbia College  
 6169 Drury University  
 6216 Fontbonne College  
 Keller Graduate School of Management:  
 6326 — Kansas City  
 6327 — Saint Louis  
 6366 Lincoln University  
 6367 Lindenwood College  
 6399 Maryville Univ. of St. Louis  
 6488 Northwest Missouri State Univ.  
 6574 Park University  
 6611 Rockhurst University  
 6626 Saint Louis College of Pharmacy  
 Saint Louis University:  
 6629 — MBA  
 6659 — Public Health  
 6655 Southeast Missouri State Univ.  
 6665 Southwest Missouri State Univ.  
 6683 Stephens College  
 6483 Truman State University  
 University of Missouri:  
 — Columbia  
 6856 — HMI  
 6875 — MBA  
 6757 — School of Accountancy  
 6872 — Kansas City  
 6876 — Rolla  
 6889 — St. Louis  
 Washington University:  
 6923 — Executive MBA  
 7873 — Health Administration & Planning  
 6929 — MBA  
 6920 — PhD  
 6933 Webster University

## MONTANA

Montana State University:  
 4298 — Billings  
 4488 — Bozeman  
 4487 Montana Tech of the University of Montana  
 4825 Troy State University  
 University of Montana:  
 4492 — Billings, MBA  
 4489 — Missoula, MBA & Macct

## NEBRASKA

6053 Bellevue University  
 6466 Chadron State College  
 6049 Clarkson College  
 6121 Creighton University  
 6165 Doane College  
 University of Nebraska:  
 6467 — Kearney  
 6877 — Lincoln  
 6860 — Offutt AFB  
 6420 — Omaha  
 6469 Wayne State College

## NEVADA

University of Nevada:  
 — Las Vegas  
 4189 — Accounting  
 4186 — Business Administration  
 4861 — Graduate College  
 4986 — Hotel Administration  
 4188 — Public Administration  
 4844 — Reno  
**NEW HAMPSHIRE**  
 3351 Dartmouth College  
 3690 Plymouth State College  
 3728 Rivier College  
 3649 Southern New Hampshire Univ.  
 3918 University of New Hampshire

## NEW JERSEY

2072 Caldwell College  
 2080 Centenary College  
 Fairleigh Dickinson University:  
 2262 — Madison  
 2263 — Teaneck  
 2274 Georgian Court College  
 2516 Jersey City State College  
 2517 Kean University  
 2416 Monmouth University  
 2520 Montclair State University  
 2513 New Jersey Institute of Tech.  
 2672 Princeton University  
 2884 Ramapo Coll. of New Jersey  
 2889 Richard Stockton College of NJ  
 2758 Rider University

## NEW JERSEY (cont'd)

2515 Rowan University  
 Rutgers-The State University:  
 — Camden  
 2092 — School of Business  
 — New Brunswick  
 2512 — Graduate School of Mgmt.  
 2735 — Human Resource Mgmt.  
 — Newark  
 2737 — Executive MBA  
 2512 — Graduate School of Mgmt.  
 2725 — Management PhD  
 2806 Saint Peter's College  
 2811 Seton Hall University  
 2819 Stevens Institute of Tech.  
 2587 University of Medicine & Dentistry of NJ  
 2518 William Paterson University

## NEW MEXICO

4145 College of Santa Fe  
 4299 Eastern New Mexico Univ.  
 4532 New Mexico Highlands Univ.  
 4531 New Mexico State University  
 University of New Mexico:  
 4838 — Executive MBA  
 4845 — MBA  
 4535 Western New Mexico Univ.

## NEW YORK

2003 Adelphi University  
 2005 Alfred University  
 Canisius College:  
 2076 — MBA  
 2063 — Sport Administration  
 City University of New York:  
 — Baruch College  
 2045 — Baruch Executive MSILR  
 2042 — Executive MBA  
 2034 — MBA & MS  
 2027 — School of Public Affairs  
 2113 — Graduate Center, 5th. Ave.  
 2312 — Herbert H. Lehman College  
 — Hunter College  
 2750 — Queens College  
 2084 Clarkson University  
 2112 College of Insurance  
 2091 College of Saint Rose  
 Columbia University:  
 4185 — Berkeley-Columbia Exec. MBA  
 2141 — Doctoral Program  
 2148 — Economic Policy Mgmt.  
 2168 — Executive MBA  
 2174 — MBA  
 2161 — MPA/MIA  
 2152 — Nursing MS/MBA  
 3831 — Technology Mgmt.  
 Cornell University:  
 — Executive MBA  
 2279 — MBA  
 2098 — MILR/MPS-ILR  
 2144 — MMH Hotel Administration  
 2114 — MPS Human Services  
 2104 — MPS Real Estate  
 2102 — PhD Program  
 2101 — Dowling College  
 2011 D'Youville College  
 2197 Empire State College  
 2214 Excelsior College  
 2899 Fashion Institute of Tech.  
 2257 Fordham University  
 7991 Graduate College of Union University  
 2295 Hofstra University  
 Iona College:  
 2324 — New Rochelle  
 2327 — Orangeburg  
 2325 Ithaca College  
 3775 Keller Graduate School of Management  
 2366 Le Moyne College  
 Long Island University:  
 2774 — Brentwood  
 2369 — Brooklyn  
 2070 — C. W. Post Campus  
 2368 — Rockland  
 2378 — Westchester  
 2395 Manhattan College  
 2400 Marist College  
 2422 Medaille College  
 2409 Mercy College  
 2157 Metropolitan College of NY  
 2423 Mount Saint Mary College  
 2594 Nazareth Coll. of Rochester  
 2521 New School University  
 2575 New York Institute of Tech.  
 New York University:  
 2557 — School of Continuing and Professional Studies  
 — Stern School of Business  
 — Executive Programs  
 2580 — MBA  
 2582 — PhD

# INSTITUTION CODE LIST

## NEW YORK (cont'd)

— Wagner Sch. of Public Svs.  
 2507 — Public Administration  
 2558 Niagara University  
 Pace University:  
 — New York City  
 2721 — Doctor Professional  
       Studies  
 2673 — Executive Program  
 2635 — MBA  
 2644 — White Plains  
 2668 Polytechnic University  
 2757 Rensselaer Polytechnic Inst.  
 2759 Roberts Wesleyan College  
 2760 Rochester Institute of Tech.  
 2764 Sage Graduate School  
 2793 Saint Bonaventure University  
 2798 Saint John Fisher College  
 Saint John's University:  
 2799 — Jamaica  
 2845 — Staten Island  
 2807 Saint Thomas Aquinas College  
 2814 Siena College  
 State University of New York:  
 2535 — Center at Binghamton  
 2548 — Center at Stony Brook  
 2493 — College at New Paltz  
 2866 — College at Old Westbury  
 2542 — College at Oneonta  
 2543 — College at Oswego  
 2214 — Empire State College  
 2896 — Institute of Technology  
 2536 — Maritime College  
 2544 — Plattsburgh State Univ.  
 2532 — University at Albany  
       — University at Buffalo  
 2925 — Full-Time MBA  
 3326 — Part-Time MBA  
 Syracuse University:  
 2823 — Full-Time & Part-Time MBA  
 2117 — Independent Study MBA  
 2902 Touro College  
 2920 Union College  
 2928 University of Rochester:  
 2961 — PhD  
 2932 Utica College  
 2966 Wagner College

## NORTH CAROLINA

5010 Appalachian State University  
 5055 Belmont Abbey College  
 5100 Campbell University  
 Duke University:  
 5159 — Executive MBA  
 5156 — MBA  
 5166 — MPP  
 5177 — PhD  
 5180 East Carolina University  
 5183 Elon University  
 5212 Fayetteville State University  
 5242 Gardner-Webb University  
 5293 High Point University  
 5763 Keller Graduate School of  
       Management  
 5365 Lenoir-Rhyne College  
 5410 Meredith College  
 5432 Montreat College  
 5003 North Carolina A & T State  
       University  
 5495 North Carolina Central Univ.  
 North Carolina State Univ.:  
 5484 — Master of Accounting Prog.  
 5496 — Master of Business Admin.  
 5546 Pfeiffer University  
 5560 Queens College  
 University of North Carolina:  
 — Chapel Hill  
 5878 — Accounting  
 5879 — Health Policy and  
       Administration  
 5816 — MBA  
 5873 — PhD  
 5105 — Charlotte  
 5913 — Greensboro  
 5534 — Pembroke  
 5907 — Wilmington  
 Wake Forest University:  
 5933 — Accounting  
 5937 — Evening MBA, Charlotte  
 5881 — Evening MBA, Winston  
 5882 — Exec MBA, Winston  
 5885 — Full-time MBA  
 5595 — Saturday MBA, Charlotte  
 5897 Western Carolina University  
 5908 Wingate University  
 5909 Winston-Salem State University

## NORTH DAKOTA

6479 Minot State University  
 6474 North Dakota State University  
 6428 University of Mary  
 6878 University of North Dakota

## OHIO

1827 Air Force Inst. of Technology  
 1017 Antioch University  
 1021 Ashland University  
 1050 Baldwin-Wallace College  
 1069 Bowling Green State Univ.  
 1099 Capital University  
 1105 Case Western Reserve Univ.  
 1221 Cleveland State University  
 1178 David N. Myers College  
 1162 Defiance College  
 1133 Franciscan Univ. of Steubenville  
 1229 Franklin University  
 1292 Heidelberg College  
 1342 John Carroll University  
 Keller Graduate School of  
       Management:  
 1084 — Cleveland Center  
 1049 — Columbus Center  
 1367 Kent State University  
 1391 Lake Erie College  
 1439 Malone College  
 1463 Miami University  
 Ohio State University:  
 1529 — Executive MBA  
 1599 — Health Services  
       Management & Policy  
 1562 — Master of Accounting  
 1592 — MBA  
 1592 — PhD Business  
 1634 — Public Policy and Mgmt.  
 1593 Ohio University  
 1597 Otterbein College  
 1817 Tiffin University  
 1829 University of Akron  
 1833 University of Cincinnati:  
 1883 — Arts Administration  
 1834 University of Dayton  
 1223 University of Findlay  
 1845 University of Toledo  
 1847 Urbana University  
 1848 Ursuline College  
 1926 Walsh University  
 1179 Wright State University  
 Xavier University:  
 1965 — MBA  
 1957 — MHA  
 1928 — MSN/MBA  
 1975 Youngstown State University

## OKLAHOMA

6080 Cameron University  
 6485 Northeastern State University  
 6086 Oklahoma Christian University  
 6543 Oklahoma City University  
 6546 Oklahoma State Univ.,  
       Stillwater:  
 6560 — MSTM  
 6552 Oral Roberts University  
 6036 Southern Nazarene Univ.  
 6657 Southeastern Oklahoma State  
       University  
 6673 Southwestern Oklahoma State  
       University  
 6091 University of Central Oklahoma  
 6879 University of Oklahoma  
 6883 University of Tulsa

## OREGON

4183 Concordia University  
 4325 George Fox University  
 7221 Keller Graduate School of  
       Management  
 4480 Marylhurst University  
 4543 Northwest Christian College  
 4592 Oregon Graduate Institute of  
       Science and Technology  
 4586 Oregon State University  
 Portland State University:  
 4610 — MBA  
 4930 — MIM Program  
 4621 — PhD System Science  
 4702 Southern Oregon University  
 University of Oregon:  
 4926 — AIM Program  
 4197 — MAcc  
 4846 — MBA  
 4923 — Oregon Executive MBA  
 4198 — PhD  
 4847 University of Portland  
 4954 Willamette University

## PENNSYLVANIA

3311 Alvernia College  
 2039 Arcadia University  
 2646 Bloomsburg University of  
       Pennsylvania  
 2050 Bucknell University  
 2647 California University of  
       Pennsylvania  
 Carnegie Mellon University:  
 2176 — Heinz School Public Policy/  
       Management  
 2074 — Tepper School of Business

## PENNSYLVANIA (cont'd)

2649 Clarion University of PA  
 2087 College Misericordia  
 2021 DeSales University  
 Drexel University:  
 2285 — College of Medicine  
 2188 — Executive MBA  
 2194 — MBA  
 2196 Duquesne University  
 2220 Eastern College  
 2270 Gannon University  
 2273 Geneva College  
 2652 Indiana University of PA  
 Keller Graduate School of  
       Management:  
 3774 — Chesterbrook Center  
 3542 — Ft. Washington Center  
 7218 — Pittsburgh Center  
 2353 King's College  
 Kutztown University of PA  
 2659 La Roche College  
 2379 La Salle University  
 2363 Lebanon Valley College  
 2364 Lehigh University  
 2365 Marywood University  
 2656 Millersville University of PA  
 2418 Moravian College  
 2628 Neumann College  
 Pennsylvania State Univ.:  
 2703 — Erie  
 2723 — Great Valley  
 2708 — Harrisburg  
       — University Park  
 3849 — Executive MBA  
 2696 — Hotel, Restaurant &  
       Recreation Mgmt.  
 3541 — iMBA (online)  
 2660 — MBA  
 2726 — Mineral Economics  
 2682 — PhD & MS  
 Philadelphia University  
 2666 Point Park College  
 2676 Robert Morris University  
 2769 Saint Francis College  
 2797 Saint Joseph's University:  
 — Executive MBA  
 2832 — MBA  
 2801 — MBA  
 2747 — MBA in Pharmaceutical  
       Marketing  
 2849 — MS in Food Marketing  
 Shippensburg Univ. of PA  
 2657 Slippery Rock Univ. of PA  
 2906 Temple University  
 University of Pennsylvania:  
 — Doctoral  
 2954 — EMTM  
 2968 — MBA  
 2926 — MBA for Executives,  
       Philadelphia  
 2960 — MBA for Executives, San  
       Francisco  
 University of Pittsburgh:  
 2988 — Executive MBA  
 2927 — MBA  
 2996 — MSIS & MST  
 — PhD  
 2928 University of Scranton  
 2663 University of the Sciences in  
       Philadelphia  
 Villanova University:  
 2207 — Executive MBA  
 2718 — MAcc  
 2952 — MBA  
 2959 — Tax  
 2969 Waynesburg College  
 West Chester Univ. of PA:  
 2670 — MBA  
 2659 — MSA  
 Widener University:  
 2641 — HMSA  
 2642 — MBA  
 2977 Wilkes University  
 2991 York College of Pennsylvania

## RHODE ISLAND

3095 Bryant College  
 3465 Johnson and Wales Univ.  
 3693 Providence College  
 3724 Rhode Island College  
 3759 Salve Regina University  
 3919 University of Rhode Island

## SOUTH CAROLINA

5065 Bob Jones University  
 5079 Charleston Southern Univ.  
 5108 Citadel, The  
 5109 Claflin College  
 5111 Clemson University:  
 5222 — Evening MBA  
 5113 College of Charleston  
 5442 Francis Marion University  
 5407 Medical Univ. of South Carolina  
 5618 South Carolina State Univ.

## SOUTH CAROLINA (cont'd)

5896 Southern Wesleyan University,  
       LEAP  
 5782 Troy State University  
 University of South Carolina:  
 5781 — Hotel, Restaurant & Tourism  
       Administration  
 5818 — Moore School of Business  
 5861 — School of Public Health  
 5910 Winthrop University

## SOUTH DAKOTA

6042 Black Hills State University  
 6066 Dakota State University  
 6279 Huron University  
 6652 South Dakota School of Mines  
       and Technology  
 6651 University of Sioux Falls  
 6881 University of South Dakota

## TENNESSEE

7196 American Graduate School of  
       Management  
 1058 Belmont University  
 1121 Christian Brothers University  
 1225 Cumberland University  
 1198 East Tennessee State Univ.  
 1371 King College  
 1408 Lincoln Memorial University  
 1161 Lipscomb University  
 1456 Meharry Medical College  
 1468 Middle Tennessee State Univ.  
 1469 Milligan College  
 1730 Rhodes College  
 1727 Southern Adventist University  
 1803 Tennessee State University  
 1804 Tennessee Technological Univ.  
 1809 Trevecca Nazarene University  
 1812 Tusculum College  
 Union University:  
 3739 — Germantown  
 1826 — Jackson  
 1459 University of Memphis  
 University of Tennessee:  
 1831 — Chattanooga  
 1843 — Knoxville  
 1844 — Martin  
 Vanderbilt University:  
 1871 — MBA  
 1823 — MSN/MBA

## TEXAS

6001 Abilene Christian University  
 6861 Academy of Health Sciences  
 6140 Amberton University  
 6644 Angelo State University  
 Baylor University:  
 6051 — Educational Administration  
 6032 — MBA  
 6159 Dallas Baptist University  
 6258 Hardin-Simmons University  
 6282 Houston Baptist University  
 Keller Graduate School of  
       Management:  
 6197 — Dallas/Irving Center  
 6158 — Houston Center  
 6360 Lamar University  
 6358 LeTourneau University  
 6408 Midwestern State University  
 Our Lady of the Lake Univ.:  
 — Dallas  
 6535 — Houston  
 6536 — San Antonio  
 6550 — San Antonio  
 6580 Prairie View A&M University  
 Rice University:  
 6609 — MBA  
 6614 — MBA for Executives  
 6619 Saint Edward's University  
 6637 Saint Mary's University  
 6643 Sam Houston State Univ.  
 6151 School of Rural Public Health  
 6660 Southern Methodist Univ.  
 6667 Southwest Texas State Univ.  
 6604 Southwestern Adventist Univ.  
 6682 Stephen F. Austin State Univ.  
 6685 Sul Ross State University  
 6817 Tarleton State University  
 6838 Texas A&M Intl. University  
 Texas A&M University:  
 — College Station  
 6076 — Executive MBA  
 6003 — MBA  
 6188 — Commerce  
 6849 — Corpus Christi  
 6822 — Kingsville  
 6206 — Texarkana  
 Texas Christian University:  
 — Executive MBA  
 6954 — MAC  
 6804 — MBA  
 6820 — MBA  
 6824 Texas Southern University  
 6827 Texas Tech University  
 6828 Texas Wesleyan University

## TEXAS (cont'd)

Texas Woman's University:  
 6844 — Health Care Admin.  
 6826 — MBA  
 6831 Trinity University  
 6900 U.S. Air Force Academy  
 6756 University of Central Texas  
 6868 University of Dallas  
 University of Houston:  
 6916 — Clear Lake City  
 6922 — Downtown Campus  
       — Main Campus  
       — EMBA  
 6870 — MBA  
 6917 — Victoria  
 6396 University of Mary Hardin-  
       Baylor  
 6481 University of North Texas  
 6880 University of Saint Thomas  
       University of Texas:  
 6013 — Arlington  
 6882 — Austin  
 6588 — Brownsville  
 6897 — Dallas  
 6829 — El Paso  
 6914 — Odessa  
 6570 — Pan American Edinburg  
 6919 — San Antonio  
 6850 — Tyler  
 6303 University of the Incarnate  
       Word  
 6930 Wayland Baptist University  
 6938 West Texas A&M University

## UTAH

4019 Brigham Young University  
 4092 Southern Utah University  
 4853 University of Utah  
 4857 Utah State University  
 Weber State University:  
 4644 — MBA  
 4941 — MPAcc  
 4948 Westminster College of Salt  
       Lake City

## VERMONT

3509 Marlboro College  
 3788 School for Intl. Training  
 3920 University of Vermont

## VIRGINIA

5017 Averett University  
 5115 College of William & Mary  
 5181 Eastern Mennonite University  
 George Mason University:  
 — Executive MBA  
 5827 — MBA  
 5272 George Washington Univ.  
 5292 Hampton University  
 5392 James Madison University  
 6314 Keller Graduate School of  
       Management  
 Liberty University:  
 — School of Business and  
       Government  
 5387 — School of Lifelong Learning  
 5372 Lynchburg College  
 5398 Mary Washington College  
 5405 Marymount University  
 5481 National-Louis University  
 5126 Old Dominion University  
 5565 Radford University  
 5135 Regent University  
 5613 Shenandoah University  
 3778 Stratford University  
 5792 Troy State University - Atlantic  
       Region  
 5592 University of Management and  
       Technology  
 5808 University of Richmond  
 University of Virginia:  
 — Darden School  
 5820 — MBA  
 5854 — PhD  
 5829 — McIntire School of  
       Commerce  
 Virginia Commonwealth Univ.:  
 — Academic Division  
 5408 — Health Science Division  
 5859 Virginia Polytechnic Institute  
       and State University

## WASHINGTON

4146 Antioch University, Seattle  
 4256 Central Washington Univ.  
 4141 Chapman University  
 4301 Eastern Washington Univ.  
 4330 Gonzaga University  
 4180 Keller Graduate School of  
       Management  
 4541 Northwest College  
 4597 Pacific Lutheran University  
 4674 Saint Martin's College  
 4694 Seattle Pacific University  
 4695 Seattle University

## INSTITUTION CODE LIST

### WASHINGTON (cont'd)

University of Washington:  
4992 — Bothell  
— Seattle  
4177 — Exec. MBA  
4854 — MBA  
4767 — MSIM  
4178 — MSIS  
4170 — Tech. Mgmt. MBA  
4749 — Tacoma  
Washington State University:  
— Engineering Management  
4705 — MBA/MTM  
4947 Western Washington Univ.  
4953 Whitworth College

### WEST VIRGINIA

5396 Marshall University  
5430 University of Charleston  
5904 West Virginia University  
5905 West Virginia Wesleyan Coll.  
5906 Wheeling Jesuit University

### WISCONSIN

1139 Concordia University  
1202 Edgewood College  
1940 Keller Graduate School of Management  
1393 Lakeland College  
1448 Marquette University  
1476 Milwaukee School of Engineering  
University of Wisconsin:  
1913 — Eau Claire  
1930 — Green Bay  
1914 — La Crosse  
1846 — Madison  
— Milwaukee  
1473 — MBA  
1896 — MILR  
1916 — Oshkosh  
1860 — Parkside  
1921 — Whitewater  
1878 Viterbo University

### WYOMING

University of Wyoming:  
4855 — MBA  
4766 — MS-Acctg.

### GUAM

0959 University of Guam

### PUERTO RICO

Inter-American University of Puerto Rico:  
0873 — Hato Rey  
0946 — San German  
0910 Pontifical University of Puerto Rico  
0780 Universidad del Turabo  
0402 Universidad Politecnica de Puerto Rico  
0492 University of Phoenix  
University of Puerto Rico:  
0912 — Mayaguez  
0979 — Rio Piedras  
0856 World University

### VIRGIN ISLANDS

0879 University of the Virgin Islands

### SCHOOLS IN OTHER COUNTRIES

#### ARGENTINA

0243 IAE - Universidad Austral

#### ARMENIA

0284 American University of Armenia

#### AUSTRALIA

0890 Australian Graduate School of Management  
3582 Australian National Univ.  
0543 Bond University  
0514 Charles Sturt University-Riverina  
0704 Curtin University of Tech.  
0765 Deakin University  
0560 Edith Cowan University  
0630 Griffith University  
0587 James Cook University of North Queensland  
7002 La Trobe University  
0850 Macquarie University  
0782 Monash University  
7154 Mt Eliza Business School  
0516 Murdoch University  
1677 Queensland University of Technology  
0453 University College of Central Queensland  
0727 University of Adelaide  
0974 University of Melbourne  
0296 University of New England  
0770 University of Newcastle  
0987 University of Queensland

### AUSTRALIA (cont'd)

0623 University of South Australia  
0176 University of Southern Queensland  
0743 University of Technology, Sydney  
0051 University of Western Australia  
0380 University of Western Sydney

### AUSTRIA

7088 SBS Swiss Business School  
0613 Webster University, Vienna  
0609 Wirtschaftsuniversitat Wien

### BANGLADESH

7067 American Intl. University-Bangladesh  
0259 International University of Business, Agriculture, and Technology  
2505 North South University  
0277 University of Dhaka, Nilkhet

### BELGIUM

0814 Boston University, Brussels  
7039 Economische Hogeschool (EHSAL)  
0753 International Management Institute  
0749 Katholieke Universiteit Leuven  
0455 Limburgs Universitair Centrum  
0343 Solvay Business School, Universite Libre de Bruxelles  
0656 United Business Institutes  
0657 University of Antwerp Management School  
7096 University of Ghent  
Vlerick Leuven Cent Management School:  
7097 — Gent  
7098 — Leuven  
0581 Vrije Universiteit Brussel

### BOLIVIA

0572 Universidad Privada Boliviana

### BRAZIL

7017 Business School Sao Paulo  
Fundacao Getulio Vargas:  
— Rio de Janeiro/EBAP  
0338 — Rio de Janeiro/EPGE  
0762 — Sao Paulo/EAESP  
0158 Pontificia Universidade Catolica do Rio de Janeiro  
0220

### BULGARIA

2451 American University in Bulgaria

### CANADA

0809 Athabasca University  
0895 Brock University  
0496 Canadian School of Mgmt.  
0854 Carleton University  
0488 City University, Vancouver  
Concordia University:  
— DIA/DSA  
0181 — Executive MBA  
0257 — Grad. Cert. in e-Business  
0018 — International Aviation MBA  
0300 — Investment Mgmt.  
0447 — MBA  
0956 — M.Sc. Administration  
0381 — PhD  
0294 Dalhousie University:  
— DPA and MPA  
0957 — MBA  
0915 — MHSA  
0690 — MHSA  
0992 Ecole des Hautes Etudes Commerciales de Montreal  
0726 Inst. of Chartered Accts. of AB  
0689 Inst. of Chartered Accts. of MB  
0267 Kingston College  
0888 Lakehead University  
7023 Lansbridge University  
0889 Laurentian University  
McGill University:  
— MBA  
0935 — PhD Administration  
0936 McMaster University  
0885 Memorial University of Newfoundland  
Queen's University:  
— Accelerated MBA  
7215 — Executive MBA  
0290 — MBA for Sci. & Tech.  
0949 — MPA/PMPA  
0045 — MSc  
0250 — PhD  
0279 Royal Military College of Canada  
0330 Royal Roads University  
0958 Saint Mary's University:  
— Executive MBA  
0160 Simon Fraser University:  
— Day MBA  
0999 — Executive MBA  
0448 — GAWM MBA  
7030 — Mgmt. of Tech. MBA  
7041

### CANADA (cont'd)

0629 University College of Cape Breton  
University of Alberta:  
0963 — MBA  
0263 — MHSA  
0797 — MPM  
0817 — PhD  
University of British Columbia:  
0965 — MBA  
0256 — MHA  
0813 University of Calgary  
University of Guelph:  
0273 — Agricultural and Business Economics  
0274 — Consumer Studies  
0271 — Hotel & Food Admin.  
0931 University of Laval  
7073 University of Lethbridge  
0973 University of Manitoba  
0992 University of Montreal  
University of New Brunswick:  
— Fredericton  
0976 — Saint John  
0485 — Saint John  
0993 University of Ottawa  
0425 University of Quebec at Montreal  
0830 University of Regina  
0980 University of Saskatchewan  
0808 University of Sherbrooke  
University of Toronto:  
0725 — Centre for Industrial Relations  
0465 — Executive MBA  
0982 — MBA Program  
7203 — M.Biotech Program  
0930 — MMPA Program  
7211 — Ph.D. Program  
0058 — Skoll Program  
0388 — Woodsworth College  
University of Victoria:  
0359 — MBA  
0989 — Public Administration  
University of Waterloo:  
0996 — Accountancy  
0539 — Management Sciences  
University of Western Ontario:  
— Doctoral  
0795 — Executive MBA  
0389 — MBA  
0984 University of Windsor:  
0904 — MBA  
7075 — MBA for Managers & Professionals  
0893 Wilfrid Laurier University  
0894 York University

### CAYMAN ISLANDS

0758 International College of the Cayman Islands

### CHILE

Universidad Adolfo Ibanez:  
0047 — Santiago  
0245 — Vina del Mar

### CHINA, PEOPLE'S REPUBLIC OF

7193 Cheung Kong Graduate School of Business  
0159 China Europe International Business School (CEIBS)  
0232 Peking University, Bimba  
7063 Shanghai International MBA

### COLOMBIA

0049 University de Los Andes

### COSTA RICA

0358 INCAE

### CROATIA

7210 International Graduate Business School, Zagreb

### CYPRUS

0255 Cyprus International Institute of Management

### CZECH REPUBLIC

0361 Czechoslovakia Management Center

### DENMARK

0650 Copenhagen Business School

### ECUADOR

0129 Instituto de Desarrollo Empresarial

### EGYPT

0903 American University in Cairo

### ENGLAND

0645 American InterContinental Univ.  
0286 American University in London  
0619 Ashridge Management College  
0869 Aston University  
3718 Brunel University

### ENGLAND (cont'd)

0564 Buckinghamshire College of Higher Education  
City University, London:  
— Intl. EMBA  
7108 — MBA  
0870 — MBA Evening  
0839 — MSc  
7360 — MSc  
0029 Coventry University  
0822 Cranfield University  
0665 De Montfort University  
0831 Durham University  
0318 Henley - The Mgmt. College  
0458 Huron University, Lansdowne Campus  
0891 Imperial College of Science, Technology and Medicine  
0430 Kings College London  
0785 Kingston University  
0801 Lancaster University  
0231 Liverpool Business School  
0898 London Business School  
0523 London Guildhall University  
0972 London School of Economics and Political Science  
0815 Loughborough University of Technology  
0804 Manchester Business School  
0528 Manchester Metropolitan Univ.  
0527 Middlesex University  
0372 Nottingham Trent University  
0291 Open University Business School  
0396 Oxford Brookes University  
0617 Polytechnic of West London  
0268 Richmond, The American Intl. Univ. in London  
0835 Schiller International University  
0640 Sheffield Business School  
0604 South Bank University  
0346 Staffordshire University  
0971 University of Bath  
0828 University of Bradford  
0405 University of Brighton  
— Judge Institute Mgt. Studies  
9178 University of East Anglia  
0664 University of East London, East London Business School  
0507 University of Exeter  
7009 University of Gloucestershire  
0421 University of Greenwich  
0783 University of Hull  
0618 University of Keele  
0826 University of Kent Canterbury Business School  
0517 University of Leeds  
3407 University of Leicester  
University of London:  
— Birkbeck College  
0092 — External Programme  
0377 — Royal Holloway  
0525 University of Manchester  
0804 University of Manchester Inst. of Science and Tech.  
0827 University of Newcastle Upon Tyne  
0752 University of Northumbria at Newcastle  
0583 University of Nottingham  
University of Oxford:  
— Said Business School  
0807 — St. Antony's College  
0264 University of Plymouth  
0533 University of Portsmouth:  
— Global MBA  
0201 — MBA  
0303 University of Reading:  
— Construction Management  
0769 — ISMA Centre  
0524 — MSc in Intl. Management  
0136 University of Salford  
0660 University of Sheffield  
0846 University of Southampton  
9162 University of Warwick  
0806 University of Westminster  
0510 Webster University London  
0258

### FINLAND

0636 Helsinki School of Economics & Business Administration  
9051 Helsinki University of Technology  
0642 Turku School of Economics & Business Administration

### FRANCE

0674 AUDENCIA Nantes  
0700 Centre International d'Admission au Management  
0738 CERAM Nice  
7001 CERAM MBA Program  
0307 Ecole Nationale Supérieure du Petrole et des Moteurs  
0199 Ecole Supérieure Libre des Sciences Commerciales Appliquées

### FRANCE (cont'd)

0671 EDHEC Lille  
0663 EDHEC Nice  
E.M. Lyon:  
— Exchange Programmes  
0766 — MBA  
0357 — MBA Programme  
0484 ENPC MBA Paris  
0292 ESA Grenoble  
0239 ESC Montpellier  
0341 ESC Rouen  
0703 ESCP-EAP  
ESSEC Business School:  
— Executive MBA  
0520 — Intl. Agri-Food Mgmt.  
0059 — Intl. Hospitality Mgmt.  
0270 — Intl. Luxury Brand Mgmt.  
7069 — Marketing Mgmt.  
7104 — Masteres Specialises  
7070 — MBA  
Euro\*MBA Consortium  
7799 Euro MBA Management Ecole de Management  
9767 European Institute Purchasing Management  
0681 European School of Management  
0262 Groupe ESC Bordeaux  
0748 Groupe ESC Clermont  
0365 Groupe ESC Grenoble  
0566 Groupe ESC Normandie  
0772 Groupe ESC Pau  
0767 Groupe ESC Reims  
0167 Groupe ESC Rennes  
0775 Groupe ESC Toulouse  
0086 Groupe IMEA  
HEC School of Management:  
— MBA Program  
0649 — MSc in Management  
0718 IAE Lyon  
0252 IAE Nice  
0651 IAE Puyricard  
INSEAD:  
— EMBA Program  
0970 — MBA Program  
0251 — PhD Program  
0695 Institut d'Etudes Politiques de Paris  
7025 Institut Francais de Gestion  
0652 Institut Franco-Américain de Management  
0739 Institut Supérieur de Gestion  
0675 Institut Supérieur du Commerce  
0134 Institute for American Universities  
0565 ISCID  
0728 MBA Institute, Paris  
7989 Paris Graduate School of Management  
0767 Reims Graduate Business School  
1679 Robert Schuman University  
0835 Schiller International University  
0694 Temple University/IGS International MBA  
0043 Theseus Institute

### GEORGIA

7191 Caucasus School of Business

### GERMANY

7359 Bonn-Rhein-Sieg University of Applied Sciences  
0821 Boston University  
1680 Esslingen University of Applied Sciences  
7799 Euro\*MBA Consortium  
0653 European Business College Munich  
7101 European Business School  
7450 Fachhochschule Coburg  
7355 Fachhochschule Hannover  
7192 Fachhochschule Muenchen  
7175 Fachhochschule Pforzheim  
1654 German Intl. Grad. Sch. of Mgmt. & Admin. (GISMA)  
0404 Handelshochschule Leipzig  
7037 Institut für den Mittelstand in Lippe (IML)  
7005 International University in Germany  
7052 Kassel Intl. Management School  
7027 Nations HealthCareer School of Management  
0557 Nimbias  
0183 Otto von Guericke University Magdeburg  
0835 Schiller International University  
0886 Stuttgart Institute of Mgmt. & Tech.  
University of Applied Sciences:  
— Furtwangen  
7032 — Offenburg  
7028

# INSTITUTION CODE LIST

## GERMANY (cont'd)

7261 University of Mannheim  
0345 University of Saarland  
7222 Volkswagen AutoUni  
0682 WHU Koblenz

## GREECE

0925 American College of Greece, The  
7171 American College of Thessaloniki  
0355 Athens LBA  
0046 Athens University of Economics & Business  
0336 European University  
9486 Technological Institute of Piraeus  
0026 University of LaVerne, Athens  
0234 University of Macedonia  
0099 University of Piraeus: —EMP.TQM  
0100 —MBA

## HONG KONG

Chinese University of Hong Kong:  
7080 —EMBA  
3153 —MAcc  
0812 —MBA  
0740 —M.Phil./PhD  
7087 —M.Sc. in eBusiness Mgmt.  
7082 —M.Sc. in EC  
0720 —M.Sc. in Finance  
0106 —M.Sc. in ITB  
0155 —M.Sc. in ITM  
7060 —M.Sc. in Marketing  
0192 City University of Hong Kong  
Hong Kong Baptist University:  
0219 —School of Bus., MBA Prog.  
9467 —School of Cont. Education  
0732 Hong Kong Polytechnic University  
0369 Hong Kong University of Science and Technology:  
7357 —MBA Program  
7113 Lingnan University  
0102 Open Learning Institute  
0788 University of Hong Kong  
University of Western Ontario:  
0212 —EMBA  
7225 —MBA

## HUNGARY

0069 Central European University:  
0203 —Graduate School of Business  
0734 Technical University of Budapest

## ICELAND

7167 Reykjavik University

## INDIA

0098 Amity Business School  
7061 ICFAI Business School  
0568 Indian Institute of Foreign Trade  
Indian Institute of Management:  
7156 —Ahmedabad  
7036 —Bangalore  
7003 —Calcutta  
7195 —Lucknow  
0790 Indian Institute of Social Welfare & Business Management  
7010 Indian School of Business  
0379 Institute of Management Development and Research  
0735 Panjab University  
0685 Spicer Memorial College  
0575 Tata Institute of Social Sciences  
0464 XLRI Jamshedpur

## INDONESIA

0687 Gadjah Mada University  
0691 Institut Pengembangan Manajemen Indonesia (IPMI)

## IRELAND

0470 Dublin City University  
7068 Dublin Institute of Technology  
7799 Euro\*MBA Consortium University College:  
0367 —Cork  
0871 —Dublin  
0683 —Galway  
0858 University of Dublin, Trinity College  
0717 University of Limerick  
0283 Waterford Institute of Technology

## ISRAEL

0967 Bar-Ilan University  
0048 Ben Gurion University of the Negev  
0235 College of Management - Academic Studies, Tel Aviv  
0859 Hebrew University of Jerusalem  
7155 Interdisciplinary Center Herzlia, The  
0027 Technion-Israel Inst. of Tech.  
0810 Tel Aviv University  
0955 University of Haifa

## ITALY

Bocconi University:  
0698 —MBA  
7206 —MEc  
7013 CIMBA  
7059 European School of Economics  
7455 MIP-Politecnico di Milano  
0467 Saint Johns University

## JAMAICA

0880 University of the West Indies

## JAPAN

Hitotsubashi University  
0104 Huron International University  
0712 International University of Japan  
0312 Nagoya University  
7109 NUCB Graduate School, The  
2791 Ritsumeikan Asia Pacific University  
0819 Sophia University  
2885 Temple University  
7057 Troy State University  
0491 University of Tsukuba  
0162 Waseda University

## KENYA

0731 United States International University, Nairobi  
0966 University of Nairobi

## KOREA

7158 Ewha Womans University  
7022 KAIST Graduate School of Management  
7047 KDI School of Public Policy and Management  
1637 Yonsei University

## KUWAIT

7015 Kuwait University

## LATVIA

7227 Riga Business School, RTU  
7076 Stockholm School of Economics in Riga

## LEBANON

0902 American University of Beirut  
0954 Lebanese American University  
0140 Notre Dame University, Louaize  
7043 University of Balamand

## MACAU

0764 University of Macau

## MALAYSIA

0567 Institut Teknologi Mara  
7456 Universiti Putra Malaysia  
0432 University of Malaya

## MEXICO

0570 DUXX Grad. Sch. of Business Leadership  
0662 Instituto Panamericano de Alta Direccion de Empresa (IPADE)  
7056 Instituto Tecnologico Autonomo de Mexico  
0843 Instituto Tecnologico de Monterrey  
0733 United States International University - Mexico  
0938 Universidad de las Americas  
0746 Universidad Anahuac  
0950 Universidad Autonoma de Guadalajara

## MONACO

0975 University of Southern Europe

## MOROCCO

0002 Al Akhawayn University

## NETHERLANDS

Erasmus Univ. Rotterdam:  
7103 —ERIM GS/PhD  
7199 —IBA  
0798 —RSM  
7799 Euro\*MBA Consortium  
0478 European University  
7042 Haagse Hogeschool University  
7045 HES Rotterdam Business School  
7085 International Inst. for Infrastructural, Hydraulic, & Environmental Engineering  
0579 Leiden University School of Management  
0531 Maastricht School of Mgmt.  
0356 NIMBAS  
0287 Tilburg University  
0538 TSM Business School  
Universiteit Maastricht:  
7201 —Economics & Business Administration  
7102 —International Management Universiteit Nyenrode:  
0774 —International MBA  
7044 —MSc Mgmt. Prog.  
0004 —Part-Time MBA  
0500 University of Amsterdam  
7207 University of Groningen  
3616 Wageningen University  
0536 Webster University, Leiden

## NEW ZEALAND

7226 Auckland University of Technology  
0638 Lincoln University  
9480 Massey University  
9481 University of Auckland  
9482 University of Canterbury  
University of Otago:  
0210 —Auckland Centre  
0919 —Dunedin  
0711 Victoria University of Wellington

## NIGERIA

0754 University of Benin  
0934 University of Lagos

## NORTHERN IRELAND

0776 Queen's University of Belfast  
0668 University of Ulster at Jordanstown

## NORWAY

0529 BI Norwegian School of Management  
0686 Norwegian School of Economics and Business Administration

## PAKISTAN

7265 Bahria University  
7074 Government College Lahore  
0563 Imperial College of Business Studies  
0679 Lahore University of Management Sciences  
7035 National University of Sciences and Technology  
0641 University of Karachi  
0648 University of the Punjab

## PANAMA

0324 Nova Southeastern University

## PERU

0260 Universidad de Piura

## PHILIPPINES

0724 Asian Institute of Management De La Salle University:  
7053 —Dasmarias  
0997 —Manila  
0978 University of the Philippines

## POLAND

7799 Euro\*MBA Consortium

## PORTUGAL

0582 European University, Lisbon  
0278 Instituto Empresarial Portuense  
0964 ISCTE - Business School  
0722 New University of Lisbon  
0275 Technical University of Lisbon  
0347 Universidade Catolica Portuguesa  
0481 Universidade do Porto

## RUSSIA

0040 International Management Institute of St. Petersburg

## SAUDI ARABIA

0868 King Fahd University of Petroleum and Minerals

## SCOTLAND

0951 Heriot-Watt University  
0289 Napier University Business School  
0857 University of Dundee  
0917 University of Edinburgh  
0923 University of Glasgow  
0841 University of Strathclyde  
0881 University of Stirling

## SINGAPORE

Nanyang Technological Univ.:  
7066 —M.Acc./M.Bus./Ph.D. (Business)  
9705 —MBA  
7006 —M.Sc.  
National University of Singapore:  
0677 —MBA  
7219 —PhD  
7081 Ngee Ann-Adelaide Education Centre Pte Ltd  
2861 Singapore Management Univ.  
7172 Universitas 21 Global

## SLOVENIA

0424 International Executive Development Center

## SOUTH AFRICA

7188 Port Elizabeth Technikon  
0837 University of Cape Town  
0393 University of Stellenbosch  
0991 University of the Witwatersrand

## SPAIN

0443 Confederacion Espanola de Organizaciones Empresariales  
7024 EADA - Escuela de Alta Direccion y Administracion  
8451 EAE - Escuela de Administracion de Empresas  
0884 ESADE - Escuela Superior de Administracion y Direccion de Empresas  
0093 ESIC - Escuela Superior de Gestion Comercial y Marketing  
7799 Euro\*MBA Consortium  
0476 European University, Barcelona  
0434 IADE Madrid  
7026 IEDE, Institute for Executive Development  
IESE-Business School:  
0736 —Doctoral  
7040 —Executive MBA  
7099 —Global Exec. MBA  
0755 —MBA (full-time)  
0707 Instituto de Empresa  
0835 Schiller International University  
0428 Universidad Antonio de Nebrija  
0530 Universitat Pompeu Fabra  
0461 University of Deusto  
9214 US-Spain Educational Commission  
3803 Zaragoza Logistics Center

## SWEDEN

7094 Jonkoping University  
0699 Stockholm School of Economics  
8969 Umea University

## SWITZERLAND

0709 American Graduate School of Business  
7901 Business & Management University  
0378 Business School Lausanne  
0119 Ecole Hoteliere de Lausanne  
European University:  
0297 —Geneva  
0654 —Montreux  
0003 —Vevey  
0153 —Zug  
0705 GSBA Zurich/Oekreal Foundation  
7011 HEC-University of Geneva  
IMD International:  
0187 —Executive MBA  
0985 —MBA  
7157 International Center FAME  
0130 International University  
7012 KS Graduate Business School St. Gallen  
7159 Les Roches Swiss Hotel Association School of Hotel Management  
0835 Schiller International University  
0209 Swiss Federal Inst. of Technology  
7200 University of Bern  
7356 University of Business & Finance Switzerland  
University of Lausanne:  
0468 —MBA  
0321 —MIM  
University of St. Gallen:  
0261 —Executive Programs  
0198 —MIM Program  
8480 —SIM Program  
0672 Webster University Geneva

## TAIWAN

9993 National Chengchi University  
7170 National Sun Yat-sen University

## THAILAND

0706 Assumption Business Administration College  
0697 Bangkok University  
9318 Chulalongkorn University  
0302 National Inst. of Development Admin. (NIDA)  
7065 Payap University  
0403 Thammasat University  
0382 University of Thai Chamber of Commerce

## TURKEY

0620 Bilkent University  
0796 Bogazici University  
0163 Koc University  
0922 Middle East Technical Univ.  
7100 Sabanci University

## UNITED ARAB EMIRATES

0063 American University in Dubai  
0526 American University of Sharjah

## URUGUAY

7110 Universidad de Montevideo

## VENEZUELA

0479 Instituto de Estudios Superiores de Administracion

## WALES

0340 University of Wales, Bangor  
0064 University of Wales Institute, Cardiff

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