



Welcome

Global MBA Class of 2020



JOHNS HOPKINS
CAREY BUSINESS SCHOOL

This Welcome Packet has been prepared by the Carey Business School Global MBA Program Office to provide information to incoming fulltime GMBA students.

The Carey Business School reserves the right to change without notice any programs, policies, or requirements included within.

Johns Hopkins Carey Business School
100 International Drive, 5th Floor
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Global MBA 2020 Welcome Packet

Dean

Faculty

Academics

Orientation

Getting Started

Information Needed
for Life at Carey



Bernard T. Ferrari
Dean, Johns Hopkins Carey Business School

Bernard T. Ferrari is professor and dean of the Johns Hopkins Carey Business School. He joined the Carey Business School as its second dean in July 2012.

Under Ferrari's leadership, the Carey Business School earned accreditation from the Association to Advance Collegiate Schools of Business (AACSB), experienced tremendous growth with increased student enrollment, more full-time faculty, and the establishment of new graduate degree programs. He also organized Carey's academic and research initiatives under four key domains: Enterprise Risk Management, Health Care Management, Real Estate and Infrastructure, and Financial Services.

Before joining the Carey Business School, Ferrari was a director at the global management consulting firm McKinsey & Company, where he spent nearly two decades leading McKinsey's health care practice and the firm's North American corporate strategy practice. After retiring from McKinsey in 2008, he founded and became chairman of the Ferrari Consultancy, serving clients in the financial services, transportation, energy, medical products, aviation, and heavy- equipment manufacturing sectors.

Ferrari is a cum laude graduate of the University of Rochester, where he also earned his M.D. He began his professional career as a surgeon and later was chief operating officer and assistant medical director of the Ochsner Clinic in New Orleans. Subsequently, he earned a J.D. magna cum laude from the Loyola University School of Law and an Executive M.B.A. from the Tulane University School of Business.

Ferrari is a member of the Board of Trustees of the University of Rochester. In 2012, the university awarded him the Dean's Medal in recognition of his achievements and service. He is a member of the Council on Foreign Relations and a former trustee of the Juilliard School. He is married to Linda Ferrari, a former commercial banker and an active docent at the Metropolitan Museum of Art in New York.

His papers have been published in *The Journal of the American Medical Association*, *McKinsey Quarterly*, and *The New England Journal of Medicine*. His book *Power Listening: Mastering the Most Critical Business Skill of All* was published in March 2012 and was named by WealthManagement.com as one of the 10 best business books of the year.



May 2018

Dear Carey Student:

It gives me great pleasure to welcome you to the Johns Hopkins Carey Business School. As a member of the Global Master of Business Administration Class of 2020, you are poised for a challenging journey that will impact your life in powerful and positive ways.

The Carey Business School was founded at Johns Hopkins University through the vision of the late philanthropist William P. Carey. He believed that business education could help build a better society. This guiding principle transformed the university's business program into the AACSB-accredited business school that Carey is today.

In choosing the Johns Hopkins Carey Business School, you will be joining a special place where business is taught with humanity in mind. Led by the experienced Carey faculty, your courses will present business concepts in a rigorous and integrated framework that emphasizes practical applications while challenging you to address real-world problems. Our learning environment fosters thoughtful analysis of critical business issues through the application of leadership, technology, business principles, and ethics. Special emphasis is placed on experiential learning as you work with businesses and nongovernmental organizations around the globe.

In addition to the day-to-day support you will receive from the dedicated faculty and staff of the Carey School, you will benefit from being part of Johns Hopkins University. All of us, individually and collectively, are committed to your success in the Global MBA program.

So again, welcome to Johns Hopkins University and the Carey Business School. I wish you a wonderful experience filled with discovery and achievement.

Sincerely,

A handwritten signature in black ink, appearing to read "Bernard T. Ferrari".

Bernard T. Ferrari
Professor and Dean

Office of the Dean

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MEET THE FACULTY



Ozge Sahin, PhD

GMBA Academic Program Director, Associate Professor

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Ozge Sahin is an Associate Professor of Operations Management and Business Analytics at the Johns Hopkins University Carey Business School. She received her PhD and MS degrees in Operations Research from Columbia University, New York. Her research interests include pricing and revenue management with emphasis on consumer behavior, and strategic capacity management.

Ozge's research uses mathematical models to gain insights into such revenue and capacity management decisions. Some of her recent research projects include new pricing plans for access services and implications on consumer behavior, assortment optimization, pricing strategies for ancillary services and capacity management of conditional products. Ozge has published papers in prestigious academic journals including Management Science, Operations Research, Manufacturing and Service Operations Management, among others. She currently teaches a course on advanced business analytics, and has taught operations management and revenue management courses in the past. Prior to joining Carey, Ozge served on the faculty of Ross School of Business at University of Michigan.



Yuval Dan Bar-Or, PhD

Assistant Professor

410.773.9443

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Dr. Bar-Or is a leading expert in decision-making in the context of risk. He has lectured extensively in academic and professional settings on the subjects of decision making, risk management, and financial literacy. He has been a contributor on Forbes.com and has been quoted in various media, including The Wall Street Journal, Bloomberg BusinessWeek, The Baltimore Sun, TheStreet.com, American Public Media, Bankrate.com, Washingtonian, Investopedia.com, AdvisorOne.com, InvestmentNews.com, The Arizona Republic, Consumers Digest, FoxBusiness.com, US News & World Report, Treasury & Risk, Morningstar.com, and RIABiz.com.

Prior to joining The Carey Business School, Dr. Bar-Or held senior strategy and operations roles with some of the world's leading risk management firms, including KMV and Algorithmics. His roles have included managerial responsibilities in New York, San Francisco, Toronto, London, Singapore, and Sydney. His risk management expertise has assisted companies in management of over a trillion dollars in assets. He holds Ph.D. and M.A. degrees in finance from the Wharton School of the University of

Pennsylvania, as well as an engineering degree (B.Eng.) and two economics degrees (B.A. summa cum laude, M.A.) from Canada's McMaster University.



James R. Calvin, PhD

Professor

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James Calvin, PhD, (Communication, Culture, and Phenomenology, New York University) joined the Carey Business School in 1996. He is Professor, Management and Organization in the practice track with expertise in the areas of leadership development, community economic development, and public sector and nonprofit organizations. He holds a secondary faculty appointment in the Urban Health Institute at the Bloomberg School of Public Health.

Dr. Calvin has management and work experience in business (retail and TV broadcast). He has extensive work experience in the nonprofit sector including education, public policy, community capacity building and government in the United States and internationally. James is faculty lead for the course Innovation for Humanity. In the area of executive leadership development and organizational development, Dr. Calvin has consulted with Fannie Mae, General Electric, Verizon, KPMG, GENCO, PepsiCo, Target, Xerox Quality Services, the Brookings Institution, QVC Inc., The World Bank; and NASA and GSA among other Federal Agencies. James conducts research in global leadership and minority leadership development; culture, change and diversity management, and community leadership development and transformation. He co-edited a book 'Innovative Community Responses to Disaster' published by Routledge. He is a member of the 2017 Solutions Summit Selection Committee at the United Nations. He serves on several national and international journal editorial boards including Academy of Management Learning and Education Journal (AMLE), Advanced Management Journal (AMJ), and Community Development Journal (CDJ). James earned a B.F.A. from the Rochester Institute of Technology. His M.A. and Ph.D. (with distinction) with a concentration in phenomenology, culture and communication are from New York University.



Maqbool Dada, PhD

Professor

410.234.9413

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Maqbool Dada, PhD (Management, Sloan School of Management, Massachusetts Institute of Technology) joined the Carey Business School in 2009. He is a Professor in the research track with expertise in the areas of operations management, supply chain management, and pricing models. Maqbool Dada brings to the Carey Business School a long track record of expertise in the vital areas of operations management, supply-chain management, and pricing models. Previously, he was professor of management at Purdue University's Krannert Graduate School of Management, as well as coordinator of the operations management area at Purdue. He has been a faculty member at Northwestern University's Kellogg School of Management, the University of Chicago's Booth School of Business, and the College of Business Administration at the University of Illinois in Chicago. Dada, who earned his PhD in management at MIT's Sloan School of Management, has served as editor for a number of scholarly journals, including Decision Sciences and Management Science.



Tinglong Dai, PhD
Assistant Professor
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Tinglong Dai, PhD (Operations Management, Tepper School of Business, Carnegie Mellon University), joined the Johns Hopkins Carey Business School in 2013. He is an Assistant Professor of Operations Management and Business Analytics in the research track, with expertise in the areas of healthcare analytics, marketing-operations interfaces, and operations in artificial intelligence (AI).

Professor Dai's research has been published in leading journals such as *Management Science*, *Manufacturing & Service Operations Management*, *Operations Research*, and *INFORMS Journal on Computing*. He is on the Editorial Review Board of *Production and Operations Management Journal*. He is founder and co-chair of Johns Hopkins Symposium on Healthcare Operations, and the co-editor of the *Handbook of Healthcare Analytics* (John Wiley & Sons, August 2018).

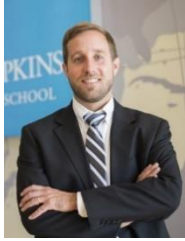
Professor Dai has received numerous awards, including 2015 Johns Hopkins Discover Award, 2017 INFORMS Public Sector Operations Research Best Paper Award, 2012 INFORMS Pierskalla Award for the Best Paper in Healthcare (runner-up), and 2012 Production and Operations Management Society Best Healthcare Paper Award.



Kabir Dutta, MBA, PhD
Assistant Professor
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Kabir Dutta received PhD in Financial Engineering from the University of Pennsylvania, MBA in Finance from the Wharton School of the University of Pennsylvania and MS in Computer Science from the Courant Institute of Mathematical Sciences of the New York University. He is an Assistant professor of Finance in the practice track with expertise in financial risk management, stability of financial institutions, information economics, and operational risk.

He has extensive experience and held several senior positions across various industries such as telecommunication, energy, exploration and production, management consulting, financial services, and financial regulation.



Brian Gunia, PhD

Associate Professor

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Brian Gunia, PhD (Management & Organizations, Northwestern University) joined the Johns Hopkins Carey Business School in 2011. He is an Associate Professor in the research track with expertise in the ways that people can help themselves and their organizational colleagues act more ethically and/or negotiate more effectively.

Dr. Gunia received the Johns Hopkins University Alumni Association Excellence in teaching award in 2015 and the MPH/MBA Faculty Recognition Award in 2016. His teaching interests include Negotiations, Organizational Behavior, and Business Ethics.



Erik Helzer, PhD

Assistant Professor

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Erik Helzer, PhD (Cornell University) has been an Assistant Professor in the research track at the Johns Hopkins Carey Business School from 2014. His research focuses on moral character, ethical behavior, and decision-making. Dr. Helzer has published in such journals as *Psychological Science*, *Personality and Social Psychology Bulletin*, and *Theory in Research and Education*.

Dr. Helzer's honors and distinctions include the Society for Personality and Social Psychology Student Publication Award (2013) and the Sage Graduate Fellowship at Cornell University.



Hyeong-Min (Christian) Kim, PhD

Assistant Professor

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Hyeong-Min (Christian) Kim, PhD (Marketing, The Ross School of Business, University of Michigan) and MBA (Columbia University), joined the Carey Business School in 2008. He is an Associate Professor in the research track with expertise in the areas of consumer behavior and branding.

Dr. Kim has extensively published at premier journals such as *Journal of Consumer Research* and *Journal of Marketing Research*. His research expertise has been recognized by major academic organizations like Association for Consumer Research and Marketing Science Institute, and he has received numerous research awards including the Emerald Citation of Excellence award and the Franco Nicosia Best Paper Award. His research has been covered by major media such as the *Independence*, *Times*, *New York Times Magazine*, and *Men's Health Magazine*.



Nayoung Louie, PhD

Instructor

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Nayoung Louie, PhD (Biomedical Engineering, Johns Hopkins University School of Medicine) joined the Carey Business School in 2010. She received her Ph.D. in the field of brain imaging and computational anatomy. Dr. Louie collaborated with researchers and clinicians at UCLA, Northwestern University and University of New South Wales in Australia. Dr. Louie also worked at a start-up biotech company specializing in the adult stem cell technology as a medical consultant.



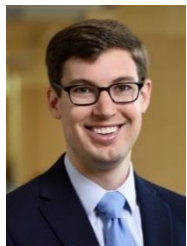
Mario Macis, PhD

Associate Professor

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Mario Macis, PhD (Economics, University of Chicago) is an Associate Professor in the research track with expertise in the areas of prosocial behavior, morally controversial transactions, global health, experimental economics, development economics, and labor economics. He is also Associate Faculty at the Armstrong Institute for Patient Safety and Quality at the Johns Hopkins University School of Medicine, Faculty Research Fellow in the National Bureau of Economic Research (NBER), and Research Fellow at the Institute for the Study of Labor (IZA). Dr. Macis has been a consultant for the World Bank, the International Labor Organization, the National Marrow Donor Program, and the United Nations Development Programme.



Christopher Myers, PhD

Assistant Professor

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Christopher G. Myers, PhD (Management & Organizations, University of Michigan) is an Assistant Professor in the research track at the Johns Hopkins Carey Business School, with expertise in the areas of learning, development, and innovation. His research explores how people learn from their own experiences at work, as well as how people learn vicariously from others' knowledge and experience, and he focuses in particular on learning in health care organizations and other knowledge-intensive industries. Prior to joining Carey, he was an Assistant Professor of Organizational Behavior at the Harvard Business School.



Supriya Munshaw, PhD

Lecturer

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Supriya Munshaw received her PhD in Computational Biology & Bioinformatics from Duke University. After her post-doctoral fellowship in the Division of Infectious Diseases at Johns Hopkins, Supriya joined Carey Business School's Discovery to Market project team in August 2012. Her research expertise is in the field immunology and infectious diseases. She has always been a proponent of translational scientific research which piqued her interest in commercialization and pharmaceutical strategy. Her teaching interests include technology transfer, commercialization of early-stage technologies, and healthcare and pharmaceutical strategy.



Colleen Stuart, PhD

Assistant Professor

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Colleen Stuart, PhD (Organizational Behaviour, University of Toronto) joined the Johns Hopkins Carey Business School in 2013. She is an Assistant Professor in the research track with expertise in the areas of collaborative work, social networks and diversity. In one stream of research she is interested in how collaborative work is accomplished under conditions of uncertainty. A second line of research looks at the means by which women overcome barriers in the workplace to achieve success, and the subsequent implications of this success. Professor Stuart's research has appeared in *Organization Science* and the *Academy of Management Journal*.



Xian Sun, PhD

Assistant Professor

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Xian Sun is an assistant professor in Accounting and Finance at Carey Business School of Johns Hopkins University. After she earned PhD in finance from Rensselaer Polytechnic Institute in 2006, she worked as a senior economist at the Office of Comptroller of Currency for three years. She then joined Carey Business School in 2009. Her research interests include emerging markets, M&As, Creditor Rights and CEO compensation. She has published in prestigious journals such as *Journal of Financial and Quantitative Analysis*, *Journal of Banking and Finance*, *Journal of International Money and Finance*, and *Journal of Corporate Finance*.

Dr. Sun received Dean's Award 2016, the On-The-Spot Awards, Office of the Comptroller of Currency, September 2007, December 2007, August 2008; and the Del and Edith Karger Dissertation Prize in Management, RPI, May 2006.



**ACADEMIC CALENDAR 2018-2019
GLOBAL MBA CLASS 2020**

SUMMER 2018

July 26 – August 10 Summer Intensive (International Students Only)

August 13 – 16 Orientation for Global MBA Class 2020

FALL 2018

August 20 Fall I session classes begin

September 3 Labor Day Holiday, no classes

October 16 Fall I session classes end

October 17 Fall II session classes begin

October 30 Registration for Spring 2017 semester begins

November 21 – 24 Thanksgiving Holiday, no classes

December 18 Fall II session classes end

SPRING 2019

January 22 Spring I session classes begin

March 20 Spring I session classes end

March 21 Spring II session classes begin

May 16 Spring II session classes end

SUMMER 2019

June – August
Summer Internship

The full academic calendar for AY 2018-2019 can be found [here](#).



Global MBA Class of 2020

Credit and Course Structure: 2-year program

Quantitative Skills Boot Camp

Orientation – Week prior to Fall semester

Y1 – Fall: 16 credits

Fall 1 - 8 weeks	Fall 2 - 8 weeks
Marketing Management (2 credits) BU.911.610	Management and Organizational Behavior (2 credits) BU.930.632
Accounting Foundations (2 credits) BU.910.610	Corporate Finance (2 credits) BU.910.611
Business Statistics (2 credits) BU.914.610	Operations Management (2 credits) BU.912.611
Business Analytics (2 credits) BU.913.610	Business Microeconomics (2 credit) BU.930.633
Professional Development for Career Success (0 credits) BU.001.351	Innovation for Humanity Project (0 credit) BU.940.610

January Intersession – Career Development Activities

Y1 – Spring: 12 credits

Spring 1 - 8 weeks	Spring 2 - 8 weeks
Innovation for Humanity (4 credits) 3-week I4H residency (2018 locations: Rwanda, India, Peru, US) BU.940.611	Innovation for Humanity Completion – beginning of Spring 2
Solving Organizational Problems (1 credit) BU.930.630	Judgement and Decision Making (2 credits) BU.913.611
Effective Communication (1 credit) BU.930.610	Financial Valuation (2 credits) BU.930.634
	Competitive Strategy (2 credits) BU.912.610

Flexible Experiential Learning 2-4 credits (1-2 courses)

Students are required to choose a second-year experiential course

Examples: *Discovery to Market*, *City Lab*, *Health Services Improvement*

Y2 – Fall: 14 credits

Fall 1 - 8 weeks	Fall 2 - 8 weeks
Electives and/or Experiential Learning course	

Y2 – Spring: 12 credits

Spring 1 - 8 weeks	Spring 2 - 8 weeks
Electives and/or Experiential Learning course	
Experiences in Leadership (2 credit) BU.930.631	
Ethical Leadership (2 credits) BU.932.610	

Day	Time	Fall 1 Monday, August 20, 2018 to Tuesday, October 16, 2018		Fall 2 Wednesday, October 17, 2018 to Tuesday, December 19, 2018		Day
		Cohort 1	Cohort 2	Cohort 1	Cohort 2	
Mon 8/20 10/15	8:30 - 11:30 AM	Business Statistics BU.914.610.G1 Dept. faculty			Management and Organizational Behavior BU.930.632.G2 Prof. Christopher Myers	Mon 10/22 12/17
	1:30 - 4:30 PM		Business Statistics BU.914.610.G2 Dept. Faculty	Management and Organizational Behavior BU.930.632.G1 Prof. Christopher Myers		
Tue 8/21 10/16	8:30 - 11:30 AM		Marketing Management BU.911.610.G2 Prof. Christian Kim	Corporate Finance BU.910.611.G1 Prof. Yuval Bar-Or		Tue 10/24 12/12
	1:30 - 4:30 PM	Marketing Management BU.911.610.G1 Prof. Christian Kim			Corporate Finance BU.910.611.G2 Prof. Yuval Bar-Or	
Wed 8/22 10/10	8:30 – 11:45 AM	Accounting Foundations BU.910.610.G1 Prof. Xian Sun		Business Microeconomics BU.930.633.G1 Prof. Mario Macis		Wed 10/18 12/13
	1:30 - 4:30 PM		Accounting Foundations BU.910.610.G2 Prof. Xian Sun		Business Microeconomics BU.930.633.G2 Prof. Mario Macis	
Thur 8/23 10/11	8:30 – 11:30 AM	Professional Development for Career Success (0 credit) BU.001.351.G1 8 Sessions, Career Development Office	Business Analytics 913.610.G2 Prof. Maqbool Dada	Professional Development for Career Success (0 credit) BU.001.351.G1 8 Sessions, Career Development Office	Operations Management BU.912.611.G2 Prof. Tinglong Dai	Thur 10/19 12/14
	1.30 - 4:30P M	Business Analytics 913.610.G1 Prof. Maqbool Dada	Professional Development for Career Success (0 credit) BU.001.351.G2 8 Sessions, Career Development Office	Operations Management BU.912.611.G1 Prof. Tinglong Dai	Professional Development for Career Success (0 credit) BU.001.351.G2 8 Sessions, Career Development Office	
Friday 8/24 10/12	8:30 – 11:30 AM			Innovation for Humanity Project (0 credits) BU.940.610.G1 (Both cohorts) Prof. James Calvin November 2, 2018 December 14, 2018 8:30am – 5:00pm		Friday 10/20 12/15
	1.30 - 4:30P M					



GLOBAL MBA 2020 COURSE DESCRIPTIONS

Accounting Foundations

BU.910.610 (2 credits)

Professor Xian Sun

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Business Analytics

BU.913.610 (2 credits)

Professor Maqbool Dada

This course lays the analytical foundation for modeling that supports many managerial decisions that entail tradeoffs among competing objectives. Building on concepts from Operations Research, Economics and Probability Theory, this course provides a basic introduction to a variety of resource allocation problems.

Business Microeconomics

BU.930.633 (2 credits)

Professor Mario Macis

Foundations of microeconomic analysis. Frameworks for understanding consumer behavior, the firm's cost structure and capabilities, market structure and competitive strategy. Emphasis on fundamental concepts and applications. Topics include demand and supply, pricing, and the interaction of firms in a variety of industry settings (competition, monopoly, and oligopoly, introduction to game theory).

Business Statistics

BU.914.610 (2 credits)

Department Faculty

Students learn statistical techniques for further study in business, economics, and finance. The course covers descriptive statistics, probability, discrete and continuous random variables, hypothesis testing, and analysis of variance. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used.

Competitive Strategy
BU.912.610 (2 credits)
Department Faculty

This module requires students to assume the role of a general manager. General managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieving success, and so is the ability to execute and manage day to day. The concepts and frameworks to be covered in this course include Porter's 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource-Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life-Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity-Based Accounting, and Queueing Theory.

Corporate Finance
BU.910.611 (2 credits)
Professor Yuval Bar-Or

This Part 2 course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Effective Communication
BU.930.610 (1 credit)
Department Faculty

Effective writing, presentation, and interpersonal communication skills are essential elements of the manager's tool kit. The first Thought and Discourse Seminar focuses on strategic communications, a decision-making process that requires consideration of multiple personal and organizational variables. Students apply a strategic model to business cases involving crisis and cross-cultural communication. This involves careful analysis of purpose, audience, cultural context, and channel choice in creating persuasive messages. In addition, students explore nonverbal and visual communication, the use of digital media, and other current topics.

Experiences in Leadership
BU.930.631 (2 credits)
Professor Colleen Stuart

The goal of this course is to help students translate research about individuals and groups into capabilities to become effective leaders. The course will provide students with analytical frameworks that will help them understand behavior in organizations, along with the practical experience to put that understanding into action. Key to developing this experience is using the classroom as a forum to apply knowledge and develop skills through immersive exercises, cases and interaction with practitioner experts.

Ethical Leadership**BU.932.610 (2 credits)****Professor Colleen Stuart**

In this course, students will be challenged to think critically the ethics of organizational life. What is an organization's or leader's ethical obligation to the people they serve? How can ethics and pragmatism in business co-exist? And, why do individuals within organizations fall prey to unethical behavior? With cases and empirical research as a backdrop, this highly interactive seminar will challenge students to examine these and other fundamental questions, in an effort to cultivate the skills and dispositions that are required of an effective leader.

Financial Valuation**BU.930.634 (2 credits)****Professor Kabir Dutta**

Focuses on how to integrate financial information into corporate financial decisions. Particular attention is devoted to the use of financial statements for the valuation of corporations, mergers, and acquisitions.

Innovation for Humanity**BU.940.611 (4 credits)****Professor James Calvin**

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey Business School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Judgement and Decision Making**BU.913.611 (2 credits)****Department Faculty**

Managerial Decision Behavior builds on the normative managerial economics and management science principles addressed in Business Analytics. The course contains two segments. The first segment introduces how principles of classical and Bayesian statistical analysis are used to account for the uncertainty and risks inherent in managers' decision environments. The second segment of the course examines behavioral principles, showing how the normative tenets of decision making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions.

Management and Organizational Behavior
BU.930.632 (2 credits)
Professor Christopher Myers

The purpose of this course is to introduce students to fundamental topics related to managing, leading, and working in modern organizations. The course exposes students to a broad array of frameworks for understanding individual, team, and organizational behavior, with particular emphasis on the design of work, interpersonal dynamics, organizational innovation and change, global work environments, and crafting meaningful careers. This breadth of topics, ranging across organizational levels and career stages, distinguishes the course and is meant to complement students' later coursework focused on individual decision-making, solving problems in teams, and avoiding pitfalls of early career managers.

Marketing Management
BU.911.610 (2 credits)
Professor Christian Kim

This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture for innovation to consistently deliver a competitive value proposition that builds a firm's customer equity.

Operations Management
BU.912.611 (2 credits)
Department Faculty

This Part 2 module requires student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a General Manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so it the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter's 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queueing Theory.

Professional Development for Career Success
BU.001.351 (0 credits)
Career Development Office

This interactive course is designed to help first-year GMBA students develop critical professional skills that are necessary in any business organization. Course topics are selected based on industry research on what employers seek from MBA students. Each session is designed and scheduled so that students build a solid foundation of both interpersonal and intrapersonal skills. Active participation is essential so

that students develop these skills in sequence and receive feedback from instructors and peers throughout the course.

Solving Organizational Problems

BU.930.630 (1 credit)

Professor Brian Gunia

This course aims to equip GMBA Innovation for Humanity (I4H) teams with the fundamental knowledge and skills needed to thrive in their I4H projects and future organizational problem-solving endeavors. It differs from other management courses in its focus on the specific challenges faced by problem-solving teams (e.g., I4H teams) versus teams or individuals in other organizational settings (e.g., decision-making situations, organizational change efforts). It includes units intended to help students set up a problem-solving team for success, follow the iterative problem-solving process, adapt that process to manage scope and ambiguity, and both collect and evaluate the quality of problem-relevant evidence. Students will leave with foundational abilities needed to solve organizational problems.



INNOVATION FOR HUMANITY PROJECT COURSE DESCRIPTION & OVERVIEW

**Note: A committee at the Carey Business School is working on redesigning the Global MBA curriculum; the current curriculum noted below is tentative and subject to change.*

Course Description

The Innovation for Humanity Project is a signature course in the Johns Hopkins Carey Business School's Global MBA program. This 4-credit course provides a learning experience focused on the United Nations 17 Sustainable Development Goals (SDGs) for 2030. In addition, GMBAs through experiential learning will apply social entrepreneurship practice and skill to offer solutions for the multifaceted challenges faced by resource constrained and economically challenged businesses in diverse global settings. The course aims to create an appreciation for the ability of data collection, analysis and synthesis to produce recommendations that address human needs in environments often plagued by a complex and fragmented business and governance infrastructure. Students learn first-hand how businesses conducted with 'humanity in mind' contributes to community development and provides opportunity for entrepreneurs to 'do well by doing good.'

Course Overview

The course has two phases. During the first phase (Spring I 2019, Baltimore), you work in 3-5 person teams on classroom exercises that provide perspective on the country/market context and project sector priorities. This phase includes three assignments. First, a graded team-based experiential exercise helps organize your team to complete an assignment relevant to your project. Second, using I4H team generated cases and other readings, and information from embassy visits, guest speakers and independent research, you work in your team to develop an overview country-market assessment (CMA) report. This assignment facilitates your understanding of the project context. Third, you work with an assigned sponsor to structure a specific entrepreneurial problem solving task related to bottom of the pyramid (project), while applying the relevant lessons from the Solving Organizational Problems course. Guided by your faculty site directors, your team interacts with the sponsoring entrepreneur (and/or their designated staff) to scope the project, and define the project deliverables to meet sponsor needs and course learning objectives. The team-based experiential exercise, the CMA report, and the Project Work Plan (presentations and written reports) are graded course assignments and key aspects of the advance preparation needed for the on-site phase.

In the second on-site phase, you work with your team to implement the approved work plan in the field and create the project deliverables for both the entrepreneur and your faculty site director (FSD). Your team travels with your FSD to the assigned field sites during weeks 5, 6 & 7 in March. This visit provides you the opportunity to get a first-hand understanding of the communities in which you do your project. The resident FSD oversees the ongoing project work in coordination with the sponsoring entrepreneur. For 2018-19, the course is offered at both international and domestic locations. At the end of the in-

country phase, you develop and present a preliminary report on your project for the sponsoring entrepreneur and the FSD. The presentation is a graded assignment and you will receive feedback on this assignment from your sponsor and the FSD.

Following the on-site phase, you return to Baltimore for a wrap-up that includes a presentation to Carey faculty. In the last phase of the course, you use the feedback and insights from your sponsor and FSD to develop the final version of your project report. The presentation and the written report are the final graded course deliverables. The finished report is shared with the sponsoring entrepreneur.

Following grading of the final reports, the I4H faculty will nominate a select subset of the projects for special recognition and a public forum presentation (date to be announced). The nominated teams will work with a communications expert to create the public presentation and will be formally recognized at the public forum.

GUIDELINES AND INFORMATION

This document provides you with an overview of important, time-sensitive information regarding travel, health, and financial concerns for your first-year required international residency, The Innovation for Humanity Project. Please carefully review the following pages and take note that the deadline for many of the procedures is November 30, 2018. Some of the items below may require you to take action this summer in order to adequately prepare you for travel during the winter intersession.

The following topics will be covered:

- Passport
- Visa
- Immunizations and Health Consultation
- International SOS Insurance
- Health Insurance
- Emergency Contact Information
- Lodging and Meals
- Flight and Transportation
- Personal Expenditures

Passport

Completion Date: November 30, 2018 – Expenses not included in student tuition

If you are a US citizen and need to apply for a passport or get your passport renewed, please be aware that this process may take eight weeks to complete. If you have a passport at this time, you should make sure that your travel documents are current and appropriate. Most countries require that your passport be valid for six months from the date of your departure from your destination, so please be aware of your passport's expiration date. If your passport expires in either 2018 or 2019, we recommend you start the renewal process before the fall semester. Also, many countries require that you have an adequate number of blank pages left in your passport booklet. The U.S. State Department recommends that if you have four or fewer blank visa stamp pages left in your passport, you should also file for a new passport. You should also ensure that you have at least two additional passport photos with you when you travel in case you lose your documentation. U.S. citizens can acquire or renew their passports or file for additional visa pages by following the State Department instructions here:

<https://travel.state.gov/content/passports/en/passports.html>

International students should check with their home embassy and destination country embassy once faculty assign Innovation for Humanity Project destinations for any information regarding documentation for traveling to foreign countries.

Visa

Completion Date: November 30, 2018 – Expenses not included in student tuition

Visas, if necessary, should be obtained well in advance of your travel, so please apply for a visa as soon as possible once you receive your country assignment in the Fall semester. Please check with the embassy of your project destination to confirm visa requirements and processing times.

Immunizations and Travel Health Consultation

Immunization Completion Date: November 30, 2018 – Expenses not included in student tuition

You are required to be current on country-specific recommended immunizations before traveling. You may need multiple boosters, which may take up to six weeks to complete, to adequately protect you from diseases endemic to international locations so please be aware of this timeline as you schedule your appointments. All of the countries we will be traveling to for the Innovation for Humanity Project have health risks, including domestic locations, so you will need to consult with a travel medicine specialist to get proper immunizations and health information. We strongly recommend that you get a copy of your immunization records before you begin the fall semester. The GMBA class will need these records to ensure they are properly addressing health risks during the program travel period. Administration will provide more information regarding immunizations during the Fall semester. Your immunizations must be completed before *November 30, 2018*.

International SOS Program

All Carey Business School faculty, staff, and students are covered under International SOS through Johns Hopkins University. International SOS is a worldwide leader in medical evacuation assistance, international healthcare advice, and security. In case of an emergency, International SOS can provide critical services such as medical facility referrals, medical evacuations, and medical payment guarantees. International SOS is not health insurance.

It is advised that students carry their JHU International SOS card with them at all times while traveling. Although students are covered by International SOS whether or not they have their membership number, by having the card with them, students can contact ISOS efficiently and access services in an effective manner. Students can view and print the card here:

<http://www.internationalsos.com/MasterPortal/default.aspx?membnum=11BSGC000019>

Health Insurance

Insurance Policy Review Completion Date: November 30, 2018

Before you depart for your destination you must confirm that you are covered by your health insurance carrier while you are abroad. If you are under the school's health insurance plan for students, your international insurance coverage is adequate for your travel. If you are under a plan other than the Carey Business School plan, you will need to buy some modest supplemental health insurance.

The following supplemental plan will be accepted for international coverage if you have a plan other than the Johns Hopkins student health insurance plan:

iNext – Travel Insurance (premium or better) \$62:

<http://www.inext.com/plans/individual/supplemental/>

Sponsored and Non-sponsored Activity

Any activity included in the program's agenda is considered a Carey Business School sponsored activity and is organized by the school. If you engage in any activity that is not included in the agenda while abroad, the activity is considered non-sponsored and you are responsible for any expenses incurred. It is expected that students will adhere to the Carey Business School Code of Conduct for the entirety of the project, including all time spent internationally.

Flights and Transportation

Arranged by the Carey Business School – Expenses included in tuition

The Carey Business School arranges international flights, airport transportation, and destination ground transportation for program related activities and the costs are included in your tuition.

Lodging and Meals

Arranged by the Carey Business School – Expenses included in tuition

Students traveling to the same country will stay in one centrally located hotel, two students to a room. You will choose your roommate for the duration of the project via a survey delivered by our logistics support partner. Students must note that any time spent in the lodging facility or on the facility's property is sponsored by the Carey Business School; therefore, the school's Code of Conduct applies to all your activity at the hotel. The Carey Business School will also provide cash packets in local currency in order to provide funds for reasonably priced meals during the program.

Personal Expenditures

Many students will want to purchase gifts, souvenirs, and explore the local cultural activities during the residency's limited free time. Please research the cost of goods in your destination country if you wish to purchase any items. Due to increased financial security measures, you should also contact your credit card companies and inform them of your travel plans.

Further Information

Faculty and Staff will provide more details on these processes during the orientation in August. We strongly recommend updating passports and obtaining your vaccination records during the summer as you will have limited time during the fall semester.

COUNTRY AND TEAM SELECTION CRITERIA

Purpose and Goals of Team Selection

To assist Global MBA students understand the country and project team selection process for the Innovation for Humanity Project, program faculty and staff developed the following country and project team selection criteria. The goal of the selection process is to structure teams that balance international perspectives, professional experience, and educational backgrounds in order to provide a multidisciplinary approach to problem solving in a global context.

Students communicate preferences for their project location through the Country and Sector Preference Form provided to the class during orientation. Faculty and staff will attempt to place students in their 1st or 2nd choice for country; however, in some cases, faculty may place students in a less preferred country

to maximize team diversity and ensure adequate team balance. Faculty will develop projects this summer for the program year.

Project Team Selection Criteria

The Innovation for Humanity Project faculty and staff use the following criteria to assign students to countries and project teams:

Country Assignments:

- Unfamiliar Destinations: As a key goal of the program, students will learn to work in unfamiliar, often challenging environments; therefore, faculty assign students to destinations where they have no previous experience. Administration considers country of residency and/or citizenship in determining which locations are unfamiliar to students. Faculty also expect students to exclude countries with which they are familiar from their preference form.
- Student Preferences: Faculty consider student preferences in the country assignments; however, the overall balance of the project team members' experience is equally important. Student preference forms will have a comment field where students can provide additional information about their preference selection.

Project Team Assignments:

- Team Balance: Faculty form teams to balance international perspectives, professional experience, and educational backgrounds.
- Student Experience: Faculty consider students' previous experience in developing teams to match project sponsor needs
- Language: In some cases, students' language skills may be used to balance teams' communication capabilities.

Johns Hopkins Global MBA

Orientation schedule



DRAFT Orientation Agenda GMBA Class of 2020

Program Activities	Time	Location
Monday, August 13 Introduction to Carey Business School		
Registration and J-Card Photos	8:00 am – 8:45 am	Passano Lobby, 2 nd floor
Continental Breakfast	8:00 am – 9:15 am	24 A/B
Welcome from Dean Ferrari	9:15 am – 9:30 am	
Student Introductions	9:30 am – 10:30 am	
Break	10:30 am – 10:45 am	
Tour of the Carey Business School	10:45 am – 11:15 am	Leave from 24 A/B
Case Study <i>Professor Erik Helzer</i>	11:15 am – 12:00 pm	24 C
Lunch with CBS Faculty, Staff, and Students <i>Welcome from Associate Dean for Admissions and Academic Programs Jill Green and Vice Dean Kevin Frick</i>	12:00 pm – 1:00 pm	24 A/B
Academic Integrity	1:00 pm – 2:00 pm	24 C
Break	2:00 pm – 2:15 pm	
Security Briefing <i>Samartha Phifer, Director of Campus Operations</i>	2:15 pm – 2:30 pm	24 A/B
Introduction to Advising	2:30 pm – 2:45 pm	
Student Services, Clubs and Organizations, and Health Insurance <i>Bobbie Tchopov, Student Services Director</i>	2:45 pm – 3:15 pm	

Carey Business School Global MBA Class of 2020 Photo	3:15 pm	
Financial Aid info session <i>Sarah Mariner, Director of Financial Aid</i>	3:30 pm – 4:00 pm	24 C
International Services info session <i>Scott King, Director of International Students</i>	3:30 pm – 4:30 pm	24 A/B
Welcome to Carey Happy Hour	5:00 pm – 7:00 pm	TBD
Tuesday, August 14 The Importance of Successful Teaming		
Continental Breakfast	8:00 am – 8:30 am	24 A/B
Teaming <i>Professor Chris Myers</i>	8:30 am – 9:00 am	
Intercultural Communications <i>Anna Carroll, Senior Associate Director, ESL Program, Student Success Center</i>	9:00 am – 10:30 am	
Break	10:30 am – 10:45 am	
Cultural Diversity in I4H <i>Dan Sheats, Associate Director, Global MBA and International Programs</i> <i>Professor James Calvin, Innovation for Humanity Lead Faculty</i>	10:45 am – 11:45 am	
Students gather lunch and embark onto buses	11:45 am - 12:00 pm	
Buses Depart Carey and travel to Terrapin Adventures	12:00 pm	
Arrival at Terrapin	1:00 pm	Terrapin Adventures 8600 Foundry St. #50 New Weave Building Savage, MD 20763
Team Building Activities hosted by Terrapin Adventure	1:00 pm – 5:00 pm	
Wrap-up of Teaming	5:00 pm - 5:30 pm	
Buses depart for Harbor East	5:30 pm	
Wednesday, August 15 Society and Business: Keeping Humanity in Mind		
Continental Breakfast	8:30 am – 9:00 am	24 A/B
Welcome from Associate Dean, Development & Alumni Relations Greg Bowden	9:00 am – 9:15 am	

I4H Logistical Session	9:15 am – 10:15 am	24 A/B
Break	10:15 am – 10:30 am	
Faculty Panel <i>Moderated by Academic Program Director Ozge Sahin</i>	10:30 am – 11:30 am	
GMBAA Introduction <i>GMBAA Presidents Colin Curzi and Steve DeMars</i>	11:30 am – 11:45 am	24 C
2 nd year GMBA Student Panel Discussion	11:45 am – 12:30 pm	
Lunch with CBS Faculty, Staff, and Students	12:30 pm – 1:30 pm	24 A/B
Baltimore Scope-A-Thon	1:30 pm – 5:30 pm	24 C
Reception for Scope-A-Thon	5:30pm – 6:30pm	24 A/B
Thursday, August 16 Career Development: Looking Toward the Future		
Student Check-In	8:30 AM – 9:00 AM	24 A/B
Introduction to the Career Development Office (CDO)	9:00 AM – 10:15 AM	
Handshake Introduction and Training	10:15 AM – 10:45 AM	
Affinity Conferences and 2 nd year GMBA student Panel/Roundtables	10:45 AM – 12:00 PM	
Networking Lunch	12:00 PM – 1:15 PM	
Industry Panels	1:30 PM – 5:00 PM	203A, 203B, 204A
Orientation Closing Reception	5:00 pm – 6:30 pm	24 A/B

Reception for GMBA and MS students
Friday, August 17
4:30pm, 24th Floor



GETTING STARTED

Johns Hopkins Enterprise Directory Identification (JHED ID)

JHED is a university-wide online directory of students, staff, and faculty. All students are assigned a unique JHED ID number by Johns Hopkins. Your JHED ID and password are required to access various applications and resources within the Johns Hopkins organization.

Your JHED ID can be searched for here: <https://my.jh.edu/portal/web/jhupub/> in the top right.

Once you know your JHED ID, you are required to create your own password. Please follow these steps to complete your JHED account:

- Go to the Johns Hopkins Enterprise Directory website (<https://my.johnshopkins.edu>)
- Click the "First Time JHED Users Click Here" link in the box on the top left of the page
- Enter your JHED ID in the First Time Login box
- Follow the prompts to verify your identity using the last 5 digits of your social security number* and create a password (note the minimum character requirements of 8 characters with 2 alpha and 2 numeric). Passwords expire after 180 days.

**If you do not have a social security number, a temporary replacement number has been issued to you. To locate your temporary replacement number, please log in to your online application. Go to the Personal Information Section and find the field labeled social security number. You will need the last 5 digits of this number to authenticate the JHED LID. This number is not a US Government issued social security number and is only active within Johns Hopkins University. If you obtain a US Government issued social security number while you are a student, you must submit documentation to the Office of the Registrar: carey.registration@jhu.edu*

JHU E-Mail

Johns Hopkins has teamed up with Microsoft to provide Office365 email for Carey students. All students must activate a JHU e-mail account (Office365) in order to register for classes. Both the University and Carey send correspondence such as billing statements and universal announcements to your Office365 account, so it is important for you to activate and monitor this e-mail. For step-by-step instructions to activate your Office 365 email, visit <http://www.it.johnshopkins.edu/services/email/Office365/>

NOTE: If you are an employee at the Johns Hopkins University or Medical Institutions, you should already have an e-mail account established, and will not need to follow the steps outlined below.

J-Card

The J-Card is the official identification and access card for students, faculty, and staff of the Johns Hopkins University, including the Johns Hopkins Carey Business School. Before arriving on campus, please log into <https://my.jh.edu/> with your JHED ID and password. You will be prompted to upload a photo. Follow the photo requirement instructions located on the screen and upload your photo by the dates listed for Carey Business School students. J-Cards will be available for students to pick-up at the Harbor East location or the Washington, D.C. Center. Campus Operations and Facilities will send an email to all students with pick-up instructions. All students are required to have their J-Card on them at all times and must present them to security in order to gain access to the building each time they enter. If a student loses, misplaces or damages his/her J-Card, the student must request a replacement (a replacement fee of \$20 will be assessed). Payment is accepted by credit card or checks only. If you have any questions please email us at carey.jcard@jhu.edu.

Emergency Alert System and Weather Closure Information

Johns Hopkins University offers an Emergency Alert system to all students, faculty, staff, and affiliates. This system will alert you of any emergencies or closures on the selected campuses. The alerts will be sent to your phone via text message. To Sign-Up for Emergency Alerts:

- Log into <https://my.jh.edu> with your JHED ID and password
- Hover over the My Profile icon on the left and click Emergency Alerts
- This may require a second login with your JHED ID and Password
- Enter your cell phone number, indicate your service provider, and click the box next to “Receive Emergency Alerts”
- Click on the hyperlinked “Receive Emergency Alerts” to select the campus(es) for which you want to receive emergency information
- Read and accept the Terms of Service and click save when finished

To find out if the Carey Business School is closed due to weather or other unforeseen conditions, you may also visit the JHU Weather/Emergency Notices website: <https://www.jhu.edu/alert/>.

Student Information System (SIS)

SIS is the system you will access when it is time to register for your courses. You will be notified when registration is available for your program. Please do not attempt to register until you receive this notification. You will also be able to use SIS to view course offerings, grades, and your student account and billing. You may access the SIS system at [SIS.jhu.edu](https://sis.jhu.edu). SIS provides 24/7 access to your information. You will need your JHED ID and password to access this system. You will be assigned a “Hopkins ID” in SIS (a six-character combination of letters and/or numbers). This is required for identification in certain circumstances and is different from your JHED ID (which is based on your name).

Blackboard and SIS FAQs

The Carey Business School uses the course management tool Blackboard, which provides instructors with the opportunity to integrate technology into the teaching and learning process.

Faculty members create and manage their own course websites while having the ability to gauge students' knowledge and encourage exploration. Enrolled students can access course sites and communicate with instructors and students from a web browser.

Q: *Where and how do I login to Blackboard?*

A: blackboard.jhu.edu Click "Login using JHU Enterprise Authentication." Next, you will be prompted for your JHED ID and JHED password (for instructions about your JHED account, please see the JHED information sheet in this section).

Q: *What is my Blackboard username and password?*

A: You will use your JHED ID and JHED password to log onto Blackboard.

Q: *Do I need to register for courses?*

A: Students are responsible for registering for courses before school starts. Course registration is done in the Student Information System (SIS) SIS.jhu.edu. New students will be notified when course registration is open for their program (typically by early July) and will receive detailed instructions at the same time.

Q: *Can I see in Blackboard the courses for fall 2018?*

A: To see your courses in Blackboard you must do the following:

Officially register in SIS

Allow 24 hours after your registration

Know that the professor/instructor for the course is using Blackboard and has made the course available.

Q: *I need help with Blackboard. Who should I contact?*

A: 24-hour technical help is available by phone 1-866-669-6138 or by opening a ticket online at: <https://help.edusupportcenter.com/shplite/jhucarey/home>. You will be helped with basic questions about logging onto and navigating within Blackboard.

Q: *Where are the materials for my course in Blackboard?*

A: Each instructor uses Blackboard slightly differently. Your instructor should, at the minimum, post the syllabus in Blackboard. Please ask your instructor if they will use Blackboard. Instructors are not required to update Blackboard until two days before the class starts.

Laptop Specifications

It is strongly recommended to follow the guidelines below:

Minimum Software Recommendations:

OS - Windows 7 or higher – (English Language Version)

Fully Functioning Anti-Virus (Microsoft System Center Endpoint Protection is provided free of charge by JHU while a student at <http://www.it.johnshopkins.edu/antivirus/>)

MS Office Pro Plus 2016 (available free of charge while a student at: <http://jhu.onthehub.com>)

Minimum Hardware Recommendations:

Intel processor i5 or higher or similar

14.1" Widescreen Display

Memory - 8.0GB

1 GB Video
160GB+ Hard Drive
802.11a/g/– Wireless

Most MAC computers will meet all specifications noted above. However, there may be software that is specific to JHU courses which may not be compatible, for example, Argus and Crystal Ball. In some cases, our IT department provides loaner laptops during on-ground class time. Johns Hopkins offers discounts to students for hardware and software. Please visit <http://www.it.johnshopkins.edu/gettingstarted.html> for further information.

Lynda.com and Math Tools

The Carey Business School is pleased to offer you complementary access to lynda.com, an online library of instructional videos on a variety of topics, including business and creative skills, and use of latest software tools. Each module is taught by accomplished teachers and recognized industry experts.

Here is a short sample selection of relevant lynda.com courses

Accounting and Financial Reporting
Business Writing Fundamentals
Microsoft Office
Up and Running with Matlab
Project Management
SPSS Statistics Essentials
R Statistics Essentials
Time Management Fundamentals

To access lynda.com's library of instructional videos, please go to <http://carey.jhu.edu/lynda> and create your account. Once logged in, you can view the "How to use lynda.com" course to learn how to find and access lynda.com tutorials.

The following links may be helpful for students who need a refresher of their quantitative skills:

Khan Academy
<https://www.khanacademy.org/>

Additional quantitative tutoring resources can be found on our Student Success Center website:
<http://carey.jhu.edu/students/student-resources/academic-support/student-success-center/quantitative-tutoring/quantitative-tutoring-resources>



Contact Information

Global MBA Program

carey.GMBAprogram@jhu.edu

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Career Development Office

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Student Services

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International Services

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410-234-4733
smarine5@jhu.edu

GMBA Admissions

carey.globalmba@jhu.edu

Erwin Hesse
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410-234-9227
ehesse@jhu.edu

Registrar

carey.registration@jhu.edu

Craig Smith
Registrar
410-234-9253
craig.smith@jhu.edu

Professional Image Guidelines

Dress Policy: Please note the dress policy guidelines for each day of the intensive program. Dress code varies depending on the specific events scheduled. We realize that Baltimore is still very hot and humid in July. If you need to wear more casual clothes or shoes to commute to campus, please be sure to bring along appropriate attire.

Please see below for specific examples of “Business Casual” and “Business Attire”. Please take note of listed articles of clothing that are not acceptable.

Dress Code Descriptions:

Business Casual



Business casual is crisp, neat, and appropriate for professional events. It should not look like athletic, cocktail, or party attire. Pants, skirts, and shirts should be neatly pressed. Suits may be worn, but separates are okay, as well. Sweaters in lieu of jackets are acceptable. Denim, athletic clothes/shoes, sweatshirts, strapless tops, flip flops, overly tight and/or cleavage or body-baring attire are all inappropriate. Skirt lengths should not be too short. Accessories should be subtle. It is better to err on the side of more conservative dress. Personal grooming should be well-maintained. Personal hygiene should be well kept. Excessive or distracting cologne, makeup, or body odor is inappropriate. *See above for photos of business casual.*

Business Attire



Business attire is a dressier, more formal type of dress. All rules for Business Casual apply, in terms of what to avoid, but in Business Attire, suits are standard and encouraged (as opposed to sport coats and/or sweaters and pants). Women may wear pant-, skirt-, or dress suits. Skirt lengths should be even more conservative than with business casual. Again, it is better to err on the side of more conservative dress. Clothing should not be too tight, too short, or too revealing. Personal grooming should be well-maintained. Personal hygiene should be well kept. Excessive or distracting cologne, makeup, or body odor is inappropriate. *See above for photos of business attire.*



CAMPUS FACILITIES

Carey Business School Campus at the Legg Mason Tower

The faculty and staff welcome you to the CBS Campus at the Legg Mason Tower. Whether you are a first time student or a returning one, we want your experience to be a successful at our campus. We will work with you to resolve issues and requests you may have during your time on campus.

Campus Address

100 International Drive
Baltimore, MD 21202-1099
Telephone: 410-234-9300
Security: 410-234-9301

Hours of Operation

2nd Floor

Monday through Thursday	7:00 a.m. – 10:00 p.m.
Friday	7:00 a.m. – 9:00 p.m.
Saturday	7:00 a.m. – 6:00 p.m.
Sunday	10:00 a.m. – 6:00 p.m.

5th Floor Learning Commons

Monday-Thursday	7:00 a.m. – 9:30 p.m.
Friday	7:00 a.m. – 8:30 p.m.
Saturday	7:00 a.m. – 5:30 p.m.
Sunday	10:00 a.m. – 5:30 p.m.

24th Floor

Monday-Friday	7:00 a.m. – 6:00 p.m.
Saturday & Sunday	Closed

***The Carey Business School locations operate on an alternative schedule during summer and winter breaks, hours of operation are posted throughout the centers in mid-May for summer and in December.**

Access

All students, faculty and staff must show their university identification (Jcard) to the security officer upon entering the building. Access to the campus for students will be through the Carey Business School main entrance on International Drive. Student Service departments are located on the 5th floor, students may access this floor during normal business hours (8am-5pm) or by appointment only. Faculty is located on the 12th and 13th floors. If you have an appointment with a faculty member please visit the reception desk on the 2nd floor, security will call the faculty member and they will meet you in the elevator lobby of that floor.

CAREY BUSINESS SCHOOL BUILDING RULES & REGULATIONS

Please adhere to the following while at the Johns Hopkins Carey Business School. Any infractions to these rules and regulations could result in loss of access to the building. Please contact the front desk at 410-234-9300 for any questions or concerns.

- No lingering, congregating, assembling or making of any noise in any common area of the building, on the sidewalks or plaza area.
- Please do not use any other restroom facility in this building other than the 2nd and 5th floor restrooms.
- No littering or permitting the emission of any noise or odor into any common area or space occupied by other tenants.
- Please conduct yourself in a professional manner at all times. Please use appropriate behavior etiquette at all times.
- No engaging in any protests or acts of civil disobedience while in this building.
- No smoking inside the building, including any of the balconies.
- No attaching anything to any common area or entrance doors to the premises.
- Do not block access to any common areas, entry ways, and elevator corridors.
- Please no running in this building, to avoid injury.
- Please keep feet off of the tables and chairs.

J-Card

A Johns Hopkins ID (JCard) is required for all Carey students, faculty, and staff. At both the Harbor East and the DC center all Carey affiliates are required to swipe or tap their Jcard each time they come through the Carey entrance. While at Carey for safety and security reasons, JCards should be displayed using the lanyard or clip provided whenever possible. **A valid government-issued photo ID is required to pick up a JCard.** If a student loses, misplaces or damages his/her JCard, the student must request a replacement (a replacement fee of \$25 will be assessed). Payment is accepted by credit card or check only. If you have any questions please email us at carey.jcard@jhu.edu. New full time students will be issued a JCard during Summer Intensive or orientation. All students should have a JCard within three days of beginning Summer Intensive or orientation. **No JCards will be issued prior to Summer Intensive or orientation.**

Room Scheduling

Group study rooms are available for groups of 2 or more, students seeking individual study should use the common areas or the library. To make a reservation, access <http://groupstudy.johnshopkins.edu/>, sign in with your JHED ID, and click on "Reservations" on the top menu. You have the option of reserving group study rooms in Washington DC at the Learning Commons located at 1717 Massachusetts Ave, 3rd Floor or at our Harbor East location on the 2nd and 5th floors.

Once the preferred location is selected, navigate to the date you would like and click in a time block that is aligned with an available room. On the next page you can adjust the start and end time as well as the date. Title your reservation and click create. Your reservation cannot last longer than 3 hours or have a date more than two weeks in advance. Please email carey.groupstudyrooms@jhu.edu if you have any questions or encounter any issues with the system.

Business Service Center

The Business Service Center, located on the 2nd floor next to the Library, is available for all students. The Center contains copiers and printers that may be accessed using your JCard. There is an automated machine to add funds to your Jcard. You can also add funds online at <https://eacct-jcard-sp.blackboard.com/eAccounts/AccountSummary.aspx?menu=0>.

Lockers

Lockers are available on a first come first serve basis. Please visit 2nd floor reception desk to complete an application to use a locker for the academic semester. Students are encouraged to share lockers with a fellow student and will have priority over individual requests. You will be notified via email once your application has been processed. You must use the combination lock supplied by the Operations & Facilities department.

***Please note Carey Business School Administration reserves the right to search lockers at any time.**

Lost & Found

Lost and found is located at the 2nd floor reception desk. If you suspect that you lost an item within the Carey Business School, please check in with either a security officer or an administrative staff member at the 2nd floor reception desk.

Mail

All students who receive mail will receive an e-mail that their item is ready for pick up. All mail may be retrieved at the second floor IT/OPS help desk window. Outgoing mail may be sent via the United States Postal Service (USPS) only. You may place your items in the designated black tray located on the IT/OPS service counter. All items must be stamped with the appropriate amount of US Postage stamps or it will be returned. Outgoing parcels/boxes must have the correct labeling prior to shipment. USPS and UPS are the only two couriers which accepts outgoing packages from our facilities, if you need to send something via another carrier you need to contact the company and arrange a pick-up.

Student Lounge

The student lounge is available for all students on campus and serves as a meeting place for students who wish to bring their lunch to school. Food vending machines are located in the 2nd floor student lounge and the 5th floor near the student pantry. Eating or drinking is not permitted in any classroom or study room.

Library

The Carey Library is open during normal campus hours.

Librarian hours are posted to the library doors.

Business Librarian Contacts:

Business librarian e-mail (both business librarians): businesslib@lists.johnshopkins.edu

- Heather Tapager, Business Librarian, htapager@jhu.edu – 410-516-8778
- Alan Zuckerman, Business Librarian, Carey: azuckerman@jhu.edu – 410-234-9286

Smoking Policy

The Legg Mason Tower, home of the Johns Hopkins Carey Business School Campus, is a non-smoking property. Following is the Legg Tower Smoking Policy. We ask that Carey students adhere to the policy.

In accordance with Maryland State Law and the building's LEED program, smoking is strictly prohibited in the entire building, garage and within 35 feet of the building's perimeter. This includes perimeter sidewalk areas, loading dock area and inside any vehicles parked within the garage. Smoking will only be allowed in the areas outside of the 35 foot radius requirement extending from the building entrances, outdoor air intakes and any building penetrations that may provide outside air to the building.

Ash urns have been provided in two designated offsite smoking locations:

- International Drive Promenade area at the bottom of steps
- Lancaster & President Street area past the loading dock

All smokers are required to adhere to this policy. Please smoke in the designated areas and use ash provided or go to another offsite location.

Legg Mason Cafeteria – 4th Floor

The Legg Mason Cafeteria (Cook Café) is located on the 4th floor of the Legg Mason Tower. Breakfast is served until 10:00 a.m. and lunch is served until 2:00 p.m. daily, Monday through Friday. The Café is not opened on Saturday or Sunday. The Cafeteria is a non-cash facility. Only credit or debit cards are accepted as payment.

Cook Café is part of a larger business environment and therefore we require appropriate behavior and attire at all times. Appropriate business attire can include both dress and casual styles subject to certain limitations.

Legg Mason reserves the right to request that a person who they deem to be wearing objectionable items or whose behavior is inappropriate leave the Café immediately. Repeat offenders will have their access privileges revoked permanently.

Parking & Transportation

Please note that Student Parking is only sold the first 2 weeks of each semester. There are two entrances to the Towne Park garage: on International Drive, underneath the Four Seasons Hotel, and one on President Street.

Students are required to park on level P5 only. Failure to park on this level could result in loss of privileges to park in this garage.

Daytime Parking (8am-5pm)

Monthly parking passes are available at a discounted rate of \$84.00/month through the Towne Park website. See the instructions below for step-by-step instructions on how to set up monthly parking.

Evening Parking (5pm-9pm)

Daily discounted parking is available to students taking **EVENING & SATURDAY CLASSES ONLY**. In order to use the discounted pass you must enter the garage at 5pm or later Monday-Thursday and 8am or later on Saturday. Passes are sold at the 2nd floor reception desk or IT/OPS service counter Monday-Thursday from 5:00pm-7:45pm and on Saturday from 10:00am-2:00pm. Please pay by credit card only – **no cash** will be accepted. You may purchase what you will need for the term at one time, the passes do not expire.

****Please note there is no discounted parking on Friday***

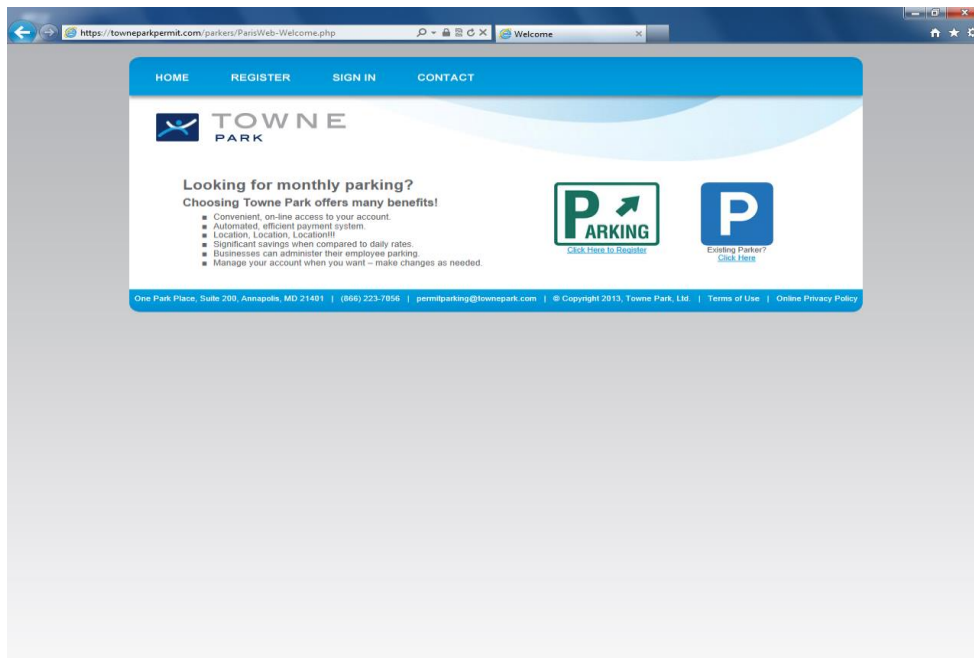
Street parking is also available. You should read all street signs to ensure that parking is indeed permitted and the cost involved.

Weather Emergency Information

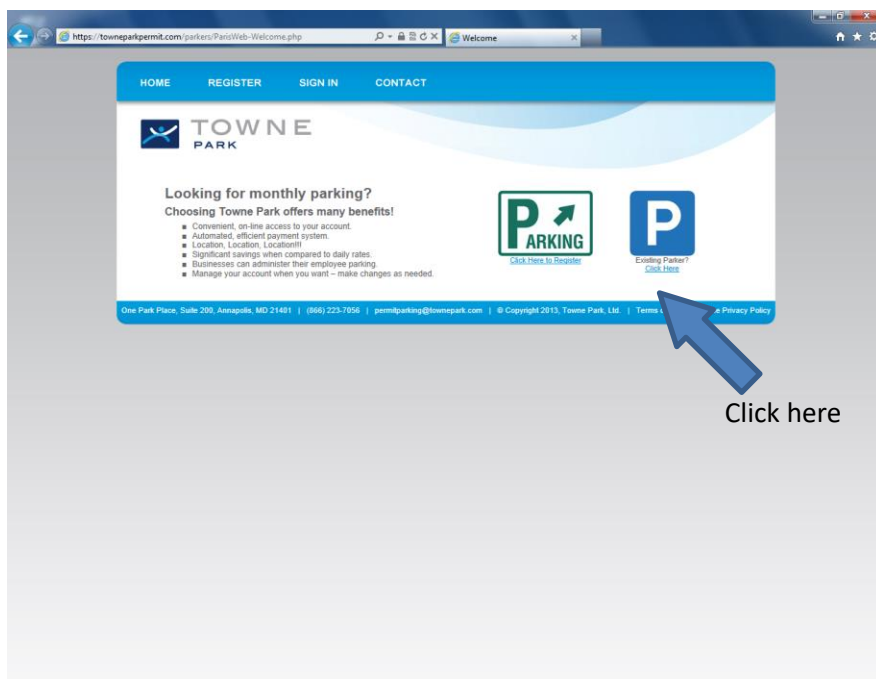
In the event of a weather emergency, please call the Johns Hopkins University weather hotline at 1-800-548-9004 or the Harbor East Campus at (410) 234-9300. If the Center closes or classes are cancelled, the voicemail message will provide that information.

Instructions for Monthly Student Parking Permit

1. Log on to [www.towneparkpermit.com](https://towneparkpermit.com). See below:



2. Click on the parking icon in green with the square. See below:



3. Select **Maryland** as the state and **Baltimore** as the city. Go down to **Harbor East – Legg Mason –Parcel D**. Click on **Register for Monthly Parking**.

Monthly Parking Center
Find A Parking Location

Select a State then select a City:

State: **Maryland**
City: **BALTIMORE**

Map shows: All parking locations in BALTIMORE, MD

Name	Address	Contact / Rate Info	Map Info
Harbor East - Morgan Stanley Lot	1300 THAMES STREET Baltimore, MD 21202	0617_AM_EMAIL@TOWNEPARK.COM Monthly Rate: MONTHLY PARKING - \$115	Monthly Parking is Available Register For Monthly Parking
Harbor East - Jacksons Wharf	1401 Thames Street Baltimore, MD 21202	0617_AM_EMAIL@TOWNEPARK.COM Monthly Rate: MONTHLY PARKING - \$115	Monthly Parking spaces are full Register For Monthly Parking
Harbor East - Legg Mason - Parcel D	100 INTERNATIONAL DRIVE BALTIMORE, MD 21202	0367_AM_EMAIL@TOWNEPARK.COM Monthly Rate: NORMAL - \$240	Monthly Parking is Available Register For Monthly Parking
Harbor East - Parcel B	650 S. Exeter Street Baltimore, MD 21202	0617_AM_EMAIL@TOWNEPARK.COM Monthly Rate: RESERVE PARKING - \$290	Monthly Parking is full Register For Monthly Parking
Harbor East - Parcel C	1001 Fleet Street Baltimore, MD 21202	0617_AM_EMAIL@TOWNEPARK.COM Monthly Rate: MONTHLY PARKING - \$180	Monthly Parking spaces are full Register For Monthly Parking
Harbor East - Pratt Street Lot	300 East Pratt Street Baltimore, MD 21202	0617_AM_EMAIL@TOWNEPARK.COM Monthly Rate: MONTHLY PARKING - \$150	Monthly Parking is Available Register For Monthly Parking

Click here

4. Fill out the form. When you get down to the monthly rate, click in the **enter the quoted rate** and type in **84.00**. Click in the box to accept the terms and click on **Save**. Once you have submitted the form, Towneparke will email you to pick up your permit

Monthly Parking Center
Parking Location: **Harbor East - Legg Mason - Parcel D**

Register for Monthly Parking
Required Fields are marked with *

Account Information

Account Name *
Address Line 1 *
Address Line 2
Address Line 3
City *
State * **AK**
ZIP Code *

Account Type
☐ This account will be a "business" account
Tenant

Email Address *
Phone *
Monthly Rate **04/25/13** or enter quoted rate:
Start Date * **04/25/13**

Vehicle and Parker Information (Additional vehicle and parker information can be added later)
Use Single Parker section to register for one parking pass. Use Multiple Parker section to purchase more than one parking pass.

Single Parker Auto Information
Auto License State **AK**
Auto License Plate
Auto Make

Multiple Parker Information
Do you need to add additional parker information to this account? If so, please enter a list of parker names and/or other parker information in the box below.

Click here

Billing Information
Payment Method * ☒ Credit Card ☐ Bank Draft



BALTIMORE CITY INFORMATION

General Information about Baltimore City and Maryland

- www.baltimorecity.gov
- www.porttomaryland.com/baltimore.htm
- <http://www.visitmaryland.org/Pages/MarylandHome.aspx>

Harbor East (Neighborhood location of Carey's campus)

- www.harboreast.com

Local Transportation (Bus, Subway, Light Rail, MARC Train, Shuttles)

- Maryland Transit Administration (MTA)
mta.maryland.gov
- Charm City Circulator (Inner-city bus that is free to use)
www.charmcitycirculator.com

Airports

- Baltimore-Washington International (BWI)
www.bwiairport.com/en
- Reagan National Airport (DCA)
www.metwashairports.com
- Washington Dulles International (IAD)
www.metwashairports.com

Train Stations

- Amtrak Baltimore Penn Station (BAL)
1515 North Charles Street, Baltimore, MD 21201
www.amtrak.com
- Amtrak Baltimore-Washington Airport Station (BWI)
7 Amtrak Way, BWI Airport, Linthicum, MD 21240

Maps of Baltimore and D.C. (Google Maps)

- **Baltimore:** [Google Map of Baltimore](#)
- **D.C.** [Google Map of Washington, DC](#)

Maryland Department of Motor Vehicles

To obtain a driver's license or register a car

- 1-800-950-1682
www.mva.maryland.gov

Social Security Administration of Maryland

To obtain Social Security Number

- Social Security Administration
1010 Park Ave, Suite 200, Baltimore, MD 21201
800-772-1213
www.ssa.gov

Residential Utilities - Gas and Electric

- **BGE (Baltimore Gas and Electric)**
410-685-0123
800-685-0123
www.bge.com

Cable or Satellite TV

- **COMCAST Cable (cable TV, internet, phone)**
1-800-COMCAST (1-800-266-2278)
www.comcast.com
- **DISH Network (cable TV, internet, phone)**
800-823-4929
www.dishnetwork.com

Banks

- **Johns Hopkins Federal Credit Union**
410-534-5000
www.jhfcu.org
- **PNC Bank**
888-PNC-BANK
www.pnc.com
- **Wells Fargo**
1-800-TO-WELLS (1-800-869-3557)
www.wellsfargo.com
- **M&T Bank**
800-724-2440
www.mtb.com
- **Harbor Bank**
410-468-0600
www.theharborbank.com
- **Bank of America**
800-432-1000
www.bankofamerica.com

Grocery Stores

- **Whole Foods**
1001 Fleet St. Baltimore, MD 21202
410-528-1640
www.wholefoodsmarket.com
- **Safeway in Canton**
2610 Boston St, Baltimore, MD 21224
410-675-3802

Shopping, Dining and Entertainment

- **Harbor East Area**
www.harboreast.com/shopping
- **Harborplace and The Gallery**
www.harborplace.com
- **Towson Town Center Mall**
www.towsontowncenter.com
- **Dining in Baltimore**
www.baltimore.diningguide.com
- **Dining in Harbor East**
www.baltimoreeats.com
- **Movie Theater**
www.landmarktheatres.com



Intercultural Communication Enhancement Opportunities

English Language Program

<http://carey.jhu.edu/life-at-carey/student-resources/english-language-program>

If you are a non-native speaker of English and would like to enhance your proficiency:

Business English for Graduates I, II, III and IV: a targeted, communicative course. Classes are free of charge, Pass/Fail and there is no homework assigned. This is an opportunity to polish spoken and written English skills in order to be well received in a global business environment. (Recommended for non-native speakers without significant experience in an English-speaking environment.)

If you are interested in cultivating a global mindset:

Culture + Conversation: an opportunity for exchanging experiences and cultural perspectives. This is a weekly forum for sharing great stories, learning new languages and rewarding curiosity. (Faculty, staff and students are encouraged to participate.)

1:1 Appointments: a chance for students to bring specific questions about intercultural communication to experts. (All students are encouraged to take advantage of this resource.)



STUDENT ACCOUNTS TUITION PAYMENT INFORMATION FACT SHEET

What is the tuition fee structure? The tuition for the GMBA Program for the 2018-2019 Academic Year is \$59,875. You will be billed in equal parts in the fall semester and in the spring semester. There is a one-time matriculation fee charge of \$500 that is billed in the fall. There are two payment options: to pay tuition in full or enroll in the monthly payment plan. You will also be responsible for purchasing health insurance for the year at \$2,091 which will be billed in equal parts along with your tuition each semester unless you provide proof of comparable insurance.

Does Carey offer a payment plan? Yes, we offer a 10-month interest-free payment plan to students in full-time programs. There is a \$75 enrollment fee. For more information or to enroll, please contact Tuition Management Services at 1-888-713-7238 and provide them with your six-digit Hopkins ID, or visit the website at www.carey.jhu.afford.com

When is my tuition payment due? Tuition for the fall semester is due in full on September 1, 2018. The due date for the spring 2019 semester is February 1, 2019. Students who have not paid their tuition before the due date will be subject to a \$250 late payment fee. Johns Hopkins University policy also prohibits students with outstanding balances from registering for classes and receiving any future services until the balance is paid in full. Electronic tuition bills are presented in SIS Self-Service on the second Wednesday of every month.

What are the payment options? Domestic students and international students who have an account with an American bank should pay by personal check, or you may pay online by electronic check. Credit cards are not accepted for tuition payments. A wire transfer from foreign banks and Western Union is available for the international students who prefer to transfer funds from overseas. Please visit our website for additional wire transfer information.

How do I register for classes? You will register for courses using SIS Self Service online system at <https://sis.jhu.edu/sswf/>. More information about SIS can be located in the Welcome Packet.

My employer offers reimbursement of tuition. How do I set that up? Students who participate in employer tuition reimbursement programs should plan to pay all tuition and fees at the time of registration. Students should then follow their employer's procedures for requesting reimbursements. Please contact our Office of Student Accounts at 410-234-4755 for more information on billing.

Since my company is sponsoring my education, can I wait for my reimbursement from the company to pay my tuition bill? The payment for the program is the student's responsibility, and tuition charges need to be paid in full by September 1, 2018 for the fall semester and February 1, 2019 for the spring. Questions relating to reimbursement are handled by the students, according to your sponsor's policy. The payment deadlines set by the Billing Office/Student Accounts will not be linked to your sponsor's reimbursement schedule. Students who are eligible for financial aid may want to utilize financial aid for their first semester and then utilize your sponsor reimbursements to pay for subsequent semester tuition bills.

Contact Information

Daniel Sheats, Associate Director, GMBA
Billing/Student Accounts Office:
Registrar's Office:

410-234-9316
410-234-4755
410-234-9250

dsheats1@jhu.edu
carey.studentaccounts@jhu.edu
carey.registration@jhu.edu



FINANCIAL AID

The Johns Hopkins Carey Business School offers numerous options for financing your education, including scholarship aid, loans, payment plans, and tuition reimbursement available to those who qualify.

The first step is to begin the financial aid application process.

- Complete your 2018-2019 Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov.
 - Get your Federal Student Aid (FSA) ID, if you don't have one already – at <https://fsaid.ed.gov>.
 - Carey Business School's Code – E02145.
 - Please use your 2016 tax returns, 2016 W-2 forms and any other documentation of income for 2016 to complete the FAFSA.

Please be aware that students must re-apply for financial aid each academic year. Students can always apply for financial aid late, as long as the term/semester has not ended. However, late applicants should be prepared to pay their tuition out of pocket, as financial aid awards may not be ready prior to the beginning of classes for those who apply late. In this case, once the aid is processed and paid to your student account, you would receive a refund for prior payments which are now covered by aid.

For more information on Financial Aid, please visit <http://carey.jhu.edu/finaid>

Financial Aid Office
100 International Drive, 5th floor
Baltimore, MD 21202
Phone number: 410-234-4733
Email: carey.finaid@jhu.edu
Web: <http://carey.jhu.edu/finaid>