
Wake Forest University
Schools of Business

GRADUATE STUDENT HANDBOOK
2011-2012



WAKE FOREST
UNIVERSITY

Introduction

Welcome to the Schools of Business at Wake Forest University. We are glad that you have chosen our school for your graduate education. During your journey here, you will be challenged. You will be encouraged to think differently and approach problems with creativity and rigor. The classroom teaching style will be innovative, and our faculty will have high expectations.

To familiarize you with the Schools of Business, we have compiled this student handbook for your use. The purpose of this handbook is to provide you with the necessary information about Schools of Business graduate policies, procedures, organizations and programs of study. Much of this information is also available in program bulletins and various brochures.

We want this reference material to be as thorough as possible. If you have ideas for additional materials which you think should be included, we welcome them. Please feel free to bring your suggestions to Student Affairs.

The Wake Forest University Schools of Business reserves the right to make changes in content, instructor, timing of courses offered, and in other matters set forth in this handbook. Statements concerning courses and expenses are not to be regarded as irrevocable contracts between the student and the institution.

Wake Forest University Schools of Business

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I. University Policies¹

Wake Forest believes in individual freedom, not as a right but as a responsibility...freedom to be and, more important, to become. Attendance at Wake Forest is a privilege, not a right. The University's traditions and principles, accepted by each student in his or her voluntary registration, evolve from the core of this indivisible concept of freedom and responsibility. Therefore, it is assumed that the student who elects to come to Wake Forest does so with the intent of being in fact and in spirit a cooperating member of this community.

Although great responsibility rests on the student for his or her own conduct, the Board of Trustees has specifically charged the faculty and the administration with responsibility for prescribing requirements for the orderly behavior and government of students. The faculty and administration, acting alone or in consultation with the Student Government, establish specific conduct regulations and provide for their enforcement.

The Board of Trustees has empowered the president with the authority to suspend students from the University in "cases of clear and present danger to lives and property...and in instances of violence to persons..." Such suspensions are to be reviewed by the regular judicial bodies within 14 school days.

Personal Conduct

All members of the Wake Forest community strive to live in and promote an atmosphere that not only recognizes individuality, but also fosters collegiality, respect for the rights and privileges of others, and responsibility for individual and group actions. When these expectations are not met because of individual or group actions, it is the responsibility of the student judicial system and/or the University to determine the nature and extent of infractions, and to seek fair, consistent, and equitable sanctions. Where appropriate, the use of creative, educational, and case-specific sanctions is encouraged.

Student Code of Conduct

1. Alcohol

Students are subject to all state and local regulations concerning the use of alcoholic beverages. Below is an outline of unacceptable alcohol-related behavior at Wake Forest. Each behavior may have varying consequences, as outlined in the Presumptive Sanctions.

- a. **Aiding and Abetting Underage Possession, Purchase, or Consumption.** The assistance or encouragement of underage possession, purchase, or consumption of alcohol by another individual, regardless of age.
- b. **Alcohol Abuse.** Substance abuse, especially alcohol abuse, is a significant problem on university campuses nationwide. Wake Forest

¹ The following information replicates the University's policies from the Student Handbook. Violation of these policies by a graduate Schools of Business student will be addressed by the administration of the Schools of Business.

University is no exception. The University has established a community standard that alcohol abuse will not be tolerated. Alcohol abuse at Wake Forest is defined as:

- i. Use of alcohol that results in behaviors, physical signs, and medical consequences, including but not limited to: staggering, difficulty standing or walking, slurred speech, passing out, blackouts (loss of memory), vomiting, retching, bloodshot and/or glassy eyes, strong odor of alcohol, physical injuries, or other medical problems.
 - ii. Use of alcohol in association with inappropriate behavior such as:
 - Verbal abuse
 - Physical abuse
 - Failure to comply with a University or other law enforcement official
 - Property damage
 - Any other behavior that violates the Student Code of Conduct
 - iii. A pattern of recurring episodes of alcohol-related violations of the Student Code of Conduct.
 - iv. A single episode of intoxication in which the associate vice president/dean of student services or his/her designee believes that the level of alcohol consumption posed a risk to the student's health or well-being.
- c. Driving While Impaired (DWI). Wake Forest University recognizes the material risks to which the impaired driver is exposing the community. Sanctions imposed for this offense are cumulative with sanctions imposed for other relevant offenses. A campus DWI charge does not exempt students from external legal action.
 - d. Public Display. The possession and/or consumption of alcoholic beverages in any public or unregistered area on campus. This includes classroom buildings, the Benson University Center, Reynolda Hall, the library, the gymnasium, Wait Chapel/Wingate Hall, areas outside buildings including lawns, courtyards, balconies, and playing fields, grounds and buildings of Reynolda Gardens, Groves Stadium (unless otherwise designated), all residence hall formal parlors, common lounges, and sun decks.
 - e. Students should also note that it is unlawful under North Carolina law (General Statute 18B-102(a)) and a violation of the Wake Forest University alcohol policy for any person to display publicly at an athletic contest fortified wine, spirituous liquor, or mixed beverages. This includes the possession of any of these beverages by persons 21 or older at Groves Stadium.
 - f. Purchase or Attempt to Purchase Underage. No student under 21 shall

- g. purchase or attempt to purchase alcoholic beverages.
- g. Unauthorized Keg. Kegs are not routinely permitted on campus. Organizations may request kegs for special events pending approval and official registration.
- h. Underage Possession and/or Consumption. No student under 21 shall possess or consume alcoholic beverages, or have in their possession or residence full or empty alcohol containers, beer bong, funnels, or any other alcohol-related paraphernalia.
- i. Unauthorized Containers. As referenced above, beer bong, funnels, or any other alcohol-related paraphernalia are prohibited, even for those of legal drinking age.

2. Controlled Substances

- a. Illegal Drugs. Use, possession, manufacture, sale, distribution of, transportation of illegal drugs (cocaine, marijuana, heroin, crack, ice, etc.) and drug paraphernalia is prohibited. Students found to be involved in its use, possession, manufacture, sale, distribution, or transportation, on or off campus, will be subject to disciplinary action which may include dismissal from the University.
- b. Prescription and/or Over-the-Counter Medication. Students found to be involved in the use, possession, sale, or distribution of any prescription medication, excluding those prescribed to that individual by a licensed physician, will be subject to disciplinary action which may include dismissal from the University. Furthermore, students found to be involved in the use of over-the-counter medication for anything but the intended medical purpose(s) will be subject to disciplinary action.

3. Copyright Violations

Federal law restricts the use of copyrighted video, audio, or computer material. Any organization or student using such material should be certain that its use conforms to law.

4. Deadly Weapons

Deadly weapons of any type are prohibited everywhere on campus except for use in the Department of Military Science. Examples include (but are not limited to): BB guns, stun guns, air rifles, air pistols, paintball guns, bowie knives, dirks, daggers, slingshots, leaded canes, switchblade knives, blackjacks, metallic knuckles, razors and razor blades (except solely for personal shaving), and any sharp, pointed or edged instruments, except instructional supplies, unaltered nail files and clips, and tools used solely for preparation of food, instruction, and maintenance.

5. Destruction or Defacement of Property or Grounds

Any activity which destroys or defaces property or grounds, at the University or elsewhere, is prohibited.

6. Disorderly Conduct

- a. The Administration has the right to impose any disciplinary action it deems necessary, up to and including dismissal, on a student who is disruptive to the overall learning environment.

- b. Any behavior that disrupts the regular or normal functions of the Wake Forest University community, that occurs on or off campus, including behavior which breaches the peace or violates the rights of others, is prohibited.
7. Disruption or Obstruction of University Activities
8. Intentional disruption or obstruction of teaching, study, research, administration, disciplinary procedures, or other University activity, is prohibited.
9. Failure to Comply with the Directions of University or other Officials
10. Failure to comply with the directions of Wake Forest University officials (police, residence life and housing staff, etc.) or other appropriate off-campus authorities, including law enforcement officials acting in the performance of their duties, is a serious offense. Such conduct as failure to provide ID and disrespectful, uncooperative, abusive, or threatening behavior will be dealt with severely.
11. Fire Safety Equipment

Giving false fire alarms or tampering with fire extinguisher, fire alarm, or sprinkler equipment is an offense under North Carolina criminal law and the Wake Forest Code of Conduct.
12. Gambling

Gambling is prohibited.
13. Physical Abuse or Threat of Physical Harm

Physical abuse, injury, or threat of harm to oneself or others is prohibited. These acts include, but are not limited to, assault, battery, and all forms of personal abuse.
14. Indecent Exposure and/or Illicit Sexual Activity

Indecent exposure and illicit sexual activity are prohibited.
15. Off-Campus Conduct

Wake Forest students are responsible for conducting themselves so as to avoid bringing disrepute to the University. Conduct or activity by members of the student body living in, or hosting functions at, off-campus locations which has the effect of unreasonably interfering with the rights of neighbors is prohibited. This standard of conduct recognizes and affirms a responsibility to respect the rights of others appropriate to the setting in which one lives. It also recognizes the duty of Wake Forest students who are residents of off-campus rooms/apartments/ houses to control the nature and size of activities carried out in or on their premises consistent with the standards of the University.
16. Library Policies

Removal of books from the library without following proper checkout procedures or by misuse of identification is prohibited. The use of emergency fire doors to exit the library building is prohibited and will be considered a serious violation of University policy, except in case of a fire emergency.

17. Pyrotechnics and other Explosives

The use and/or possession of pyrotechnics and other explosives is not permitted anywhere on campus.

18. Sexual Harassment

The University seeks to maintain a learning and work environment free from sexual harassment. Sexual harassment is a barrier to the educational, scholarly, and research purposes of the University. Refer to the Sexual Harassment policy in this handbook for further explanations.

19. Sexual Misconduct

Wake Forest University expects all members of its community to act in respectful and responsible ways towards each other. Acts of sexual misconduct constitute grievous violations of University policy. Rape and sexual assault are crimes of violence which are subject to prosecution. It is the responsibility of each individual in the University community to become educated about such acts and their consequences. The presumptive sanction for non-consensual sexual intercourse is expulsion. The presumptive sanction for non-consensual sexual contact is suspension. The presumptive sanctions for sexual exploitation, stalking, and cyberstalking range from warning to expulsion. The University vigorously addresses instances of sexual misconduct and endeavors to preserve a victim's confidentiality.

Refer to the Sexual Misconduct policy in this handbook for terminology and further explanations.

20. Solicitation

The solicitation of sales, services, memberships, or gifts on campus, without permission of the dean of student services or his/her designee, is prohibited.

21. Unauthorized Activity

Any unauthorized activity on University property or elsewhere that compromises the University's pursuit of its mission is prohibited. Examples include, but are not limited to: drinking games, beer pong, jumping from windows and balconies, public urination, unregistered vehicles, and littering.

22. Unauthorized Entry or Occupation

Unauthorized entry or occupation of any University or other facility which is locked, closed to student use, or otherwise restricted as to use, is prohibited.

23. Verbal Abuse and/or Harassment

Verbal abuse is the use of obscene, profane, or derogatory language that abuses or defames another person. Harassment is any action, verbal or nonverbal, that annoys or disturbs another person or that causes another person to be reasonably apprehensive or endangers the health or safety of another person. No student will engage in conduct that limits or restricts the freedom of another person to move about. No student will participate in conduct or nuisance actions that may prevent or distract others from their University studies or the legitimate pursuit of their personal affairs. No student will use a telephone, computer, other electronic media, or third parties to carry out any harassing offences.

24. Violations Motivated by Race, Gender, Sexual Orientation, Religion, and other Factors Specified in the University Non-Discrimination Statement.

25. The commission of any offense that is motivated by the race, gender, sexual orientation, religion, national origin, cultural background, disability, or any other defining characteristic of an individual or group of individuals is prohibited.

26. Terroristic Threats

Any threat of violence that is issued and communicated via any medium (including electronic communication) which the University interprets as posing a danger to Wake Forest property, people, or the community.

27. Violation of a University Policy or Law by a Guest

A student will be held accountable for any violation of a University policy, or local, state or federal law that is committed by an acknowledged non-student guest. As such, students are held accountable for the behavior of their guests at all times.

Sanctions imposed as a result of personal conduct or honor code violations become a part of the student's record that is maintained in the Business School registrar's office.

Although transcripts of the permanent education record are normally issued to students upon written request, they may be withheld where there are unpaid financial obligations to the University or other unresolved issues.

Notwithstanding the judicial process, the University reserves the right to take appropriate action in matters involving loss of, or damage to, University property, etc.

Organizational Conduct

Individuals who join together as a student organization to share common interests and purposes also collectively share a common responsibility to themselves, their group, and the University. They must ensure that individual members or groups of members reflect favorably upon their community. Group leaders bear a special responsibility for ensuring that constituents recognize and embrace these values in carrying out the group's mission. A group cannot ignore or escape its responsibility for the actions of its members.

A. General Principles of Group Responsibility

Although not all acts of individual group members can or should be attributable to the group, any group or collection of its members acting in concert should be held responsible for its actions. Occasional lapses of individual members or isolated individual failures in restraint should not be chargeable to the group. Evidence of group conduct exists where:

1. Members of the group act in concert to violate University standards of conduct.
2. A violation arises out of a group-sponsored, financed, or endorsed event.
3. Planning and preparation for the event by members of the group can be documented.
4. Members of the group provide formal or informal communication to others regarding the event.

5. The incident occurs on the premises owned or operated by the group.
6. More than 25% of the active membership of the group is present at the event.
7. Executive leaders are present at the event or a group leader(s) has knowledge of the event before it occurs and fails to take corrective action when indicated.
8. A pattern of individual violations is found to have existed without proper and appropriate group control, remedy, or sanction.
9. Members of a group act in concert, or the organization provides the impetus (probable cause) for violation of University rules and regulations.

In determining whether a group may be held collectively responsible for the individual actions of its members, all the factors and circumstances surrounding the specific incident will be reviewed and evaluated. As a guiding principle, groups will be held responsible for the acts of their members when those acts grow out of, or are in any way related, to group life.

Every organization has the duty to take all reasonable steps to prevent any infraction of University rules and state laws growing out of or related to the activities of the organization. To this end, each organization is expected to educate its members regarding their risk management policy and all applicable University policies and state laws.

Non-Discrimination Statement

Wake Forest University is committed to administer all educational and employment activities without discrimination because of race, color, religion, national origin, age, sex, veteran status, handicapped status or disability as required by law. In addition, Wake Forest rejects hatred and bigotry in any form and adheres to the principle that no person affiliated with Wake Forest should be judged or harassed on the basis of perceived or actual sexual orientation. In affirming its commitment to this principle, Wake Forest does not limit freedom of religious association or expression, does not presume to control the policies of persons or entities not affiliated with Wake Forest, and does not extend benefits beyond those provided under other policies of Wake Forest.

The University has adopted a procedure for the purpose of resolving discrimination complaints. Inquiries or concerns should be directed to the dean of student services, at 336.758.5226; the dean of the College, at 336.758.5311; or the director of equal opportunity and employee relations, at 336.758.4814.

Sexual Misconduct

Wake Forest University expects all members of its community to act in respectful and responsible ways toward each other. Acts of sexual misconduct constitute grievous violations of University policy. Rape and sexual assault are crimes of violence which are subject to prosecution. It is the responsibility of each individual in the University community to become educated about such acts and their consequences. The presumptive sanction for non-consensual sexual intercourse is expulsion. The presumptive sanction for non-consensual sexual contact is suspension. The presumptive sanctions for sexual exploitation range from warning to expulsion. The University will vigorously address instances of sexual misconduct and will endeavor to preserve a victim's confidentiality.

The University encourages members of the Wake Forest community to be aware of both the consequences of sexual assault and the options available to victims, as well as University

guidelines applicable to both victims and accused students. It is crucial to obtain medical attention as soon as possible to prevent or treat sexually transmitted diseases and to prevent pregnancy. The Student Health Service is open 24 hours when the University is in session and can perform a preliminary physical examination and other tests, including a urine drug screen for the presence of sedative drugs such as Rohypnol or GHB ("date rape drugs"). It is also important to consider having an evidence collection kit completed within 72 hours, should the victim decide that they might want to file legal or judicial charges, either immediately or at a later date. These procedures may be obtained through the emergency departments at Forsyth Memorial Hospital or Wake Forest University Baptist Medical Center.

It is important that victims receive the support and information they need to make considered decisions about how to proceed. On-campus resources include University Counseling Center staff who are available on a 24-hour basis when the University is in session; PREPARE Student Advocates, Wake Forest students who have received training in working with other students who have been sexually assaulted; Victim Services volunteers from University Police; a member of the campus ministry staff.

Victims may report an incidence of sexual misconduct either directly to University Police for incidents that occur on campus, or the Winston-Salem Police for incidents that occur off campus. Victims have three options for reporting. If the alleged assailant is thought to be a Wake Forest student, victims are strongly encouraged to report an incident of sexual misconduct to the University Judicial System, where a special judicial process has been established to address complaints of sexual misconduct. A student may file a complaint of sexual misconduct at any time during their matriculation at Wake Forest, regardless of the length of time between the alleged misconduct and the decision to file the complaint. Victims may also consider pursuing a civil suit for monetary damages, or they may pursue criminal prosecution by having charges filed by a prosecutor or district attorney.

The decision to prosecute through either the judicial system or through other legal channels rests with the victim. While students are encouraged to report any sexual assault as soon as possible, they may initiate University judicial proceedings at any time while the individuals involved are students at the University.

I. Forms of Sexual Misconduct

Non-Consensual Sexual Contact: Any sexual touching, however slight, with any body part or any object, by a man or a woman upon a man or a woman, without effective consent. These acts are commonly referred to as sexual assault.

Sexual Exploitation: When a student takes non-consensual, unjust, or abusive sexual advantage of another, for his/her own advantage or benefit; or to benefit or advantage anyone other than the one being exploited; and that behavior does not otherwise constitute rape, sexual assault, or sexual harassment. Sexual exploitation encompasses a wide range of behaviors which include, but are not limited to:

- Inducing incapacitation with the intent to rape or sexually assault another student;
- Non-consensual video or audiotaping of sexual activity;
- Allowing others to observe a personal act of consensual sex without knowledge or consent of the partner;
- Engaging in Peeping Tommery (voyeurism);

- Knowingly transmitting an STD or HIV to another student;
- Prostituting another student. (i.e. personally gaining money, privilege, or power from the sexual activities of another student)

Stalking: (according to N.C. Statute 14-277.3): Occurs when a person willfully on more than one occasion follows or is in the presence of another person without legal purpose and with the intent to cause death or bodily injury or with the intent to cause emotional distress by placing that person in reasonable fear of death or bodily injury. If committed with the intent to cause reasonable fear of death or bodily injury, the following examples MAY constitute stalking:

- Unwanted and/or threatening mail, phone calls, emails, etc.
- Persistent physical approaches and/or requests for dates, meetings, etc.
- Following a person or coincidentally showing up at places a person frequents
- Waiting outside a person's residence, school, or place of employment
- Vandalism/destruction of a person's personal property
- Breaking into a person's car or residence

Cyberstalking: (N.C. Statute 14-196.3)

Occurs when a person uses electronic mail or electronic communication to convey any words or language threatening to inflict bodily harm to a person, or physical injury to the property of any person, or for the purpose of extorting money or other things of value from a person; to communicate to another repeatedly, for the purpose of abusing, annoying, threatening, terrifying, harassing, or embarrassing any person; to knowingly make any false statement concerning death, injury, illness, disfigurement, indecent conduct, or criminal conduct of the person electronically mailed or of any member of the person's family or household with the intent to abuse, annoy, threaten, terrify, harass, or embarrass. If committed with the intent and for the purpose of abusing, annoying, threatening, terrifying, harassing, or embarrassing, the following examples MAY constitute cyberstalking.

- Unwanted/unsolicited e-mail
- Unwanted/unsolicited talk request in chat rooms
- Disturbing messages on online bulletin boards
- Unsolicited communications about a person, their family, friends, acquaintances, and coworkers
- Identity theft (using someone's social security number to obtain credit cards fraudulently in their name)
- Sending/posting disturbing messages with another user name

Terminology:

Intercourse: includes vaginal penetration by a penis, object, tongue, or finger; anal penetration by a penis, object, tongue, or finger; and oral copulation (mouth to genital contact or genital to mouth contact).

Sexual touching: includes any contact with the breasts, buttocks, groin, or genitals, or touching another with any of these body parts, or making another touch you or themselves with or on any of these body parts.

Effective consent: is informed, freely, and actively given, mutually understandable words or actions, which indicate a willingness to participate in mutually agreed upon sexual activity.

- In the absence of mutually understandable words or actions (a meeting of the minds on what is to be done, where, with whom, and in what way), it is the responsibility of the initiator; that is, the person who wants to engage in the specific sexual activity, to make sure that they have consent from their partner(s).
- Consent is mutually understandable when a reasonable person would consider the words or actions of the parties to have manifested a mutually understandable agreement between them to do the same act, in the same way, at the same time, with each other.
- Consent which is obtained through the use of fraud or force, whether that force is physical force, threats, intimidation, or coercion, is ineffective consent.
- Consent may never be given by: minor to legal adults; mentally disabled persons; or physically incapacitated persons.
- One who is physically incapacitated as a result of alcohol or other drug consumption (voluntary or involuntary), or who is unconscious, unaware, or otherwise physically helpless, is incapable of giving consent.
- One may not engage in sexual activity with another who one knows or should reasonably have known is physically incapacitated.

Incapacitation: means being in a state where a person lacks the capacity to appreciate the fact that the situation is sexual, or cannot appreciate (rationally and reasonably) the nature and/or extent of that situation or its potential consequences.

Electronic communication: Any transfer of signs, signals, writing, images, sounds, data or intelligence of any nature, transmitted in whole or part by a wire radio, computer, electromagnetic, photoelectric, or photo-optical system.

Electronic mail: The transmission of information or communication by the use of the Internet, a computer, a facsimile machine, a pager, a cellular telephone, a video recorder, or other electronic means sent to a person identified by a unique address or address number and received by that person.

II. Explanations

An "intent to rape" is not required under this policy. Unlike murder, for which there must be an intent to kill, rape is not an intent-based concept. The requisite intent for rape is demonstrated by engaging in the act of intercourse intentionally.

Silence, previous sexual relationships, and/or current relationship with the respondent (or anyone else) may not, in themselves, be taken to imply consent. Consent cannot be implied by attire, or inferred from the buying of dinner or the spending of money on a date.

Consent to one type of sexual act may not, in itself, be taken to imply consent to another type of sexual act.

Consent has an expiration date. Consent lasts for a reasonable time, depending on the circumstances.

Consent to sexual activity may be withdrawn at any time, as long as the withdrawal is communicated clearly; upon clear communication, all sexual activity must cease.

Intentional use of alcohol/drugs by the respondent is not an excuse for the initiator to violate the sexual misconduct policy.

A student who deliberately drugs or plies another with alcohol for the purpose of rendering that person incapacitated or sexually submissive/passive commits a violation of the sexual misconduct policy.

Attempts to commit sexual assault or rape are also prohibited under this policy, as is aiding the commission of sexual misconduct as an accomplice.

III. Limited Immunity

The University considers the reporting and adjudication of sexual misconduct cases on campus to be of paramount importance. The University does not condone underage drinking. However, the University will extend limited immunity from sanctioning in the case of illegal alcohol use to victims and to those reporting incidents and/or assisting the victims of sexual misconduct. Limited immunity means that, depending on the nature of the victim's or the reporting student's violation, it will still be dealt with by the University, through education or counseling, if possible.

Sexual Harassment

The University seeks to maintain a learning and work environment free from sexual harassment. Sexual harassment is a barrier to the educational, scholarly, and research purposes of the University. The determination of what constitutes sexual harassment will vary with the particular circumstances, but it may be described generally as unwanted sexual behavior, such as contact or verbal comments or suggestions, which adversely affect the working or learning environment of an individual.

Any member of the Wake Forest community who believes that he or she has been sexually harassed is encouraged to bring the matter to the attention of an appropriate officer of the University. Problems, questions, and grievances can be brought to and discussed with anyone in a supervisory position. Some administrators, who may be especially helpful in advising and aiding a person's own efforts to resolve a problem, are the dean of the school involved, the dean of student services, the equal opportunity officer, the University Counseling Center, or PREPARE.

Alcohol Abuse

Substance abuse, especially alcohol abuse, is a significant problem on university campuses. Wake Forest University is no exception. The University has established a community standard that excessive and/or harmful use of alcohol will not be tolerated.

Alcohol abuse at Wake Forest is defined by the dean's office in the following way:

1. Use of alcohol which leads to medical consequences such as passing out, blackouts (loss of memory), gastritis (vomiting, retching), physical injuries, hepatitis, or other medical problems.
2. Use of alcohol in association with inappropriate behavior such as:
 - Verbal abuse
 - Physical abuse
 - Failure to comply with a University official

- Property damage
 - Any behavior that violates the personal conduct code of the University
3. A pattern of recurring episodes of alcohol-related violations of the Student Code of Conduct.
 4. A single episode of intoxication in which the associate vice president/dean of student services or his/her designee believes that the level of alcohol consumption posed a risk to the student's health or well-being.

Seeking Help in Medical Situations Involving Alcohol

Wake Forest is a community where people notice when others need help and care enough to make sure that they get the assistance that they need. Unfortunately, this is not always the case when students are engaged in dangerous drinking behaviors. In a number of cases students do not call for help when their friends are in danger of alcohol poisoning or illness. If you know someone who has had too much to drink, please take him or her to Student Health Service.

If you cannot get your friend to Student Health Service and are faced with an alcohol-related emergency, please dial 911. When you call 911, student EMTs and the University Police will arrive to provide assistance. After assessment of the medical situation, the EMTs will make the appropriate medical decision, concerning further care, such as transporting the student in need to Student Health Service.

Identifying Alcohol-Related Emergencies

CRITICAL SIGNS FOR ALCOHOL POISONING INCLUDE, BUT ARE NOT LIMITED TO, ANY OF THE FOLLOWING:

- Unconscious or semiconscious
- Breathing less than 10 times per minute or irregular breathing
- Cold, clammy, pale or bluish skin
- Can't be awakened by pinching, prodding or shouting
- Vomiting without waking up

Know the danger signs. Do not wait for all symptoms to be present and be aware that a person who has passed out may die. Rapid binge drinking is especially dangerous because the person can ingest a fatal dose before becoming unconscious. If there is any suspicion of an alcohol overdose, call 911 immediately. Do not try to guess the level of drunkenness on your own.

Substance Abuse Policy and Program

The University recognizes the potential harmful effect that substance abuse can have on the lives of individual members within the Wake Forest community. To that end, the University has adopted a Substance Abuse Policy and Program which addresses the issues of identification, confidentiality, education, treatment, and penalties for violation of the policy. The status of any student will not be jeopardized for conscientiously seeking early assistance in the recovery from substance abuse impairment. Students who are identified as possibly having a problem and who are referred to the health educator for assessment may be required to participate in an education and treatment program. To the extent possible, complete confidentiality will be maintained with students seeking assistance and treatment.

A. Standards of Conduct

Wake Forest University is unequivocally opposed to excessive and/or harmful use of alcohol, substance abuse, and the unlawful possession, use, or distribution of drugs by students on the

University's property or as any part of the University's activities. Any illegal possession, distribution, and use of alcohol and/or controlled substances are prohibited by the University.

B. State and Federal Sanctions

The local, state, and federal laws provide specific penalties for drug and narcotics offenses. Article 5 of Chapter 90 of the North Carolina General Statutes makes it unlawful for any person to manufacture, sell or deliver, or possess with intent to manufacture, sell or deliver those drugs designated collectively as "controlled substances." The punishment includes a term of imprisonment as well as a substantial fine.

The federal law makes it unlawful for any person to manufacture, distribute, create, dispense or to possess with the intent to manufacture, distribute, or dispense controlled substances. Title 21 of the United States Code provides terms of imprisonment and fines for violations of this act. The nature of the offense and whether the person has committed any previous unlawful acts under this statute will determine the term of imprisonment as well as the amount of the fine.

The penalties for violations of alcoholic beverage regulations are found in Chapter 188 of the North Carolina General Statutes. Such penalties include terms of imprisonment and heavy fines.

C. Health Risks

Wake Forest University recognizes that the state of an individual's overall health affects academic performance, job performance, and all facets of a student's life. Excessive and/or harmful use of alcohol and substance abuse rank as one of the major health and economic problems in this society. The use of the stimulants—cocaine, crack and ice—includes such health risks as central nervous system dysfunctions, convulsions, hypertension, heart irregularities, nasal destruction, and a potential for sudden death. A longer-lasting paranoia and unpredictable violent behavior have been associated with the use of ice. Apathy, decreased visual perception, impaired psychomotor skills, and memory loss may be associated with the use of marijuana.

Alcohol is a sedative affecting the central nervous system. In addition to intestinal disorders and liver disease, the abuse of alcohol may lead to unpredictable behavior, the impairment of judgment, dangerous mob activities such as drinking games, and unwanted sexual behavior (acquaintance rape). The misuse of alcohol has given rise to unwanted pregnancies and a greatly increased number of sexually-transmitted diseases.

D. Treatment and Rehabilitation Programs

The Substance Abuse Program, revised in March 1989 and April 1994, provides a protocol for counseling and treatment of a student identified as having a substance abuse problem. Consultation and assessment with a substance abuse counselor may be required following the report of an incident or the awareness of a problem involving drugs or alcohol abuse. The program sets forth the consequences of violating the treatment and rehabilitation plan. The continued or repeated abuse of substances following initiation into this program will constitute grounds for further disciplinary action by the University.

E. University Sanctions

Disciplinary proceedings against a student will be initiated in accordance with the judicial procedures of the appropriate graduate school. When there is a reasonable basis for believing that the person has violated this policy or North Carolina law pertaining to controlled substances and

the alleged conduct is deemed to harm the interests of the University, disciplinary action will be instituted. It should be noted that though an offense may be the subject of legal action by the civil authorities, University officials are free to initiate disciplinary actions that may result in additional penalties.

Penalties

Penalties may range from written warnings with probationary status to expulsions from enrollment. A student convicted in criminal court of a drug violation will lose his/her eligibility for Federal student aid. The range of penalties is available through the Office of Financial Aid. The following minimum penalties will be imposed for the particular offenses described:

- **Trafficking in Illegal Drugs.** The term “trafficking” is used in its generic sense, not in its specific application to selling, manufacturing, delivering, transporting, or possessing controlled substances in specified amounts that is the subject of N.C. General Statute 90-95 (h).

For the illegal manufacture, sale or delivery, or possession with intent to manufacture, sell or deliver, of any controlled substance identified in Schedule I, N.C. General Statutes 90-89, or Schedule II, N.C. General Statutes 90-90 (including, but not limited to, heroin, mescaline, lysergic acid diethylamide, opium, cocaine, amphetamine, methaqualone), a student will be expelled. For a first offense involving the illegal manufacture, sale or delivery, or possession with intent to manufacture, sell or deliver, of any controlled substance identified in Schedules III through VI, N.C. General Statutes 90-91 through 90-94, (including, but not limited to, marijuana, phenobarbital, codeine), the minimum penalty is expulsion. At Wake Forest University, all trafficking activities of any controlled substances have been determined to have a presumptive sanction of expulsion.

- **Illegal Possession of Drugs.** For a first offense involving the illegal possession of any controlled substance identified in Schedule I or Schedule II, N.C. General Statute 90-91, the minimum penalty is suspension. For a first offense involving the illegal possession of any controlled substance identified in Schedules III through VI, N.C. General Statutes 90-91 through 90-94, the minimum penalty is a combination of educational, therapeutic, and punitive sanctions.

For second or other subsequent offenses involving the illegal possession of controlled substances, progressively more severe penalties will be imposed, including suspension. When a student has been charged by the University with a violation of policies concerning illegal drugs, he or she may be suspended from enrollment before initiation or completion of regular disciplinary proceedings, where the student’s continued presence within the University community would constitute a clear and immediate danger to the health or welfare of other members of the University community. If such a suspension is imposed, an appropriate hearing of the charges against the suspended person will be held as promptly as possible.

Sales and Solicitations

On-campus sales and solicitations must be operated or sponsored by a University-recognized student organization or otherwise approved by Debbie Cox, Director, Finance and Administration or her designate in advance.

Campus Posting

All public notices or publicity material posted on campus property must be sponsored by a recognized student organization or University department or otherwise be approved in advance by the dean or his designate. In addition, advertising which promotes the use and/or sale of alcohol is prohibited.

For Worrell Professional Center, postings and distribution of flyers must be approved by Angie Sink, (sinkam@wfu.edu), Facilities Coordinator, 336-758-4578.

- For flyer distribution in Benson University Center, call Gail Newport, 336-758-4869
- For flyer distribution on campus, call Mike Ford, director of student development, 336-758-5921.
- For flyer distribution on cars, call Regina Lawson, chief of University Police, 336-758-6066.
- For flyer distribution in residence halls, call Donna McGalliard, dean, Residence Life and Housing, 336-758-5185.

Where you can post items:

1. Bulletin boards
2. Stone, brick, concrete and natural wood surfaces

Use only masking tape, Scotch tape or thumb tacks and staples (bulletin boards only) to hang items. No duct tape is to be used on any postings.

Where you cannot post items:

1. Trees
2. Sidewalks
3. Iron railings
4. Lamp posts
5. Benches
6. Painted surfaces
7. Glass doors and windows
8. Wait Chapel,
9. Outside entrances to Reynolda Hall, Tribble Hall, the library, Benson Center, and Scales Fine Arts Center

For more information on posting materials on campus, see the Office of Student Development.

Chalking on campus streets, sidewalks or walls is prohibited except on the sidewalk between the Magnolia Court and the Benson Center Patio.

II. Graduate Business School Honor Code

The Wake Forest University Schools of Business have established a set of values for all graduate business programs that demands the highest standards of its students and faculty. While celebrating our different personalities and perspectives, we are of one mind about the Honor Code. We all commit to uphold these foundational principles of the graduate business school community. The Honor Code is built on the following four principles:

1. **I will not lie.**
2. **I will not cheat.**
3. **I will not steal.**
4. **I have a duty to report any honor violation of which I am personally aware to a member of the Honor Council.**

The first three principles of the Honor Code are basic precepts required by civilized society. The fourth principle, however, ties each member of the community together through shared responsibility for administration of the Honor Code. This fourth principle is what makes the Honor Code belong to each member of the community. **Failure to uphold the fourth principle is considered an honor offense.** Faculty, staff or students who wish to report an honor violation may do so to any member of the Honor Council to include elected faculty representatives, elected student members and the appointed faculty advisor. Reported violations will be kept confidential, to be shared on a need to know basis only, and relayed to the appropriate Honor Council Chair who will initiate the investigation process.

The graduate business school reserves the right to bring disciplinary action, up to and including expulsion from the School, in response to honor offenses. All honor offenses are investigated by the Honor Council, but decisions on sanctions due to violations of the Code rests with the Dean of the Schools of Business. Terms in this document should be construed to have their ordinary, non-legal meanings.

The School's honor system is grounded in the following definitions concerning Honor Code violations:

1. No student shall lie. Lying is defined as deliberately making a false or deceiving statement, either oral or written. Using falsified information as part of a resume or cover letter is considered lying. If an accused student is found to be lying during Honor Council proceedings, this is considered to be a separate, related honor offense and will result in increased penalties or additional proceedings.
2. No student shall cheat. Cheating is defined as willfully or deceptively giving or receiving aid, attempting to do so, or wrongfully obtaining or attempting to obtain information not allowed by professors about cases, examinations, papers, other deliverables, etc. Every graduate business school professor has his or her own policy regarding open-book or closed-book quizzes, examinations and deliverables. Students are responsible for following the directions of these professors concerning all assignments, whether individual or team, in-class or take-home. If there is ever doubt in a student's mind regarding a professor's policies, the student must err on the side of caution and ask the professor. Inadequate awareness or understanding of a particular professor's policy is not a valid excuse for cheating.

3. No student shall steal. This includes but is not limited to any attempt to gain access or to aid another in gaining access to any e-mail or physical mailbox other than one's own without proper authorization.
4. No student shall commit plagiarism. Plagiarism is defined as intentionally offering as one's own any ideas, words, paragraphs, or phrases that are attributable to other sources. (Please see the end of this document for a note on plagiarism.) If someone's plagiarized work is identified by team members in the process of composing or compiling deliverables, this warrants investigation.

Spirit of the Graduate Business School Honor Code

The purpose of the Honor Code is not to define exact boundaries for issues that may be construed as acts of dishonor. Rather, the Honor Code creates a general spirit that should be respected and maintained throughout our tenures in the graduate business school community and carried forward into our professional careers. The Honor Code provides a framework for all members of the graduate business school community to use when determining the integrity of any personal, professional or academic action.

Honor Council Procedures

THE HONOR COUNCIL

Purpose

The purpose of the Honor Council shall be to:

1. promote ethical decision-making by members of the graduate business school community through education and reinforcement of Honor Code obligations;
2. receive and investigate reports of alleged honor violations; and
3. conduct hearings and recommend consequences, when necessary, for students accused of and found guilty of honor offenses.

Composition

Graduate business students are designated as "Full-Time" (Full-Time MBA; MSA, MA) or "Working Professional" (W-S evening MBA; CLT Saturday MBA; CLT evening MBA). These two groups are served by separate Honor Councils. Each Honor Council elects its own chair. Faculty representatives serve on both Councils.

The **Full-Time Honor Council** governs the Winston-Salem Full-Time MBA Program, the Master of Science in Accountancy Program and the Master of Arts in Management Program, as well as joint degree students who are participating in full-time courses. The Full-Time Honor Council is comprised of six faculty representatives, two second-year Full-Time MBA Program council members (may be a joint-degree student graduating with the second-year full-time class), two first-year Full-Time MBA Program council members, two first-year Master of Science in Accountancy members, two second year Master of Science in Accountancy members, and two Master of Arts in Management members. The ten elected student council members of the Full-time Honor Council, will elect a Chairperson from this student group.

The **Working Professional Honor Council** is comprised of six faculty representatives (the same faculty representatives as in the Full-Time Honor Council) and two representatives from each class year of each Working Professional Program. The composition of this Council will change

over the course of every academic year as classes graduate and matriculate mid-year. The twelve elected student council members of the Working Professional Honor Council will elect a Chairperson from this student group.

Six faculty members serve as voting representatives for both Honor Councils. The role of these faculty members is to provide continuity of perspective and to ensure consistency year-over-year. These faculty members are elected in pairs of two, by their faculty peers for staggered, three-year terms. Elections for these positions take place in the spring semester, approximately at the same time as the Full-Time Honor Council elections.

A faculty advisor is appointed by the Dean and may serve for consecutive years. The faculty advisor does not vote on or have influence over Honor Council outcomes. The faculty advisor serves as liaison and advocate for the Honor Council. In addition, the Faculty Advisor will act as the primary source of information for concerned parties with respect to ongoing investigations. This includes providing appropriate feedback to the accusing party. Every year in May or June, the Dean will conduct an annual review with the faculty advisor. Prior to this meeting, the Dean will seek input from the Honor Councils and other relevant members of the graduate business school community to evaluate the advisor's role. The Dean and the faculty advisor will discuss the role of the advisor, establish goals for the next year, and resolve any process issues that may have arisen over the year.

The Associate Dean for Student Academic Services serves as the primary point of contact for both Honor Councils with respect to all logistics and process issues. For example, the associate dean helps coordinate the reservation of appropriate, private spaces for hearings and is responsible for communicating with the University's Legal Department should the need arise. The associate dean is also responsible for the Honor Council budget and purchases and maintains recording equipment.

Honor Council Member Elections

Because the graduate business school has programs that operate year-round and begin and end at different times, each program elects Honor Council members at different times. NOTE: Should an honor offense occur at a time when the Honor Councils are "incomplete" (for example, at the beginning of September, before new Working Professional Council members have been elected, or over the summer when the Full-Time Program is in recess), the appropriate Chairperson will conduct the hearing with a joint Full-Time / Working Professional Honor Council comprised of elected members who can be available. Two faculty members and four student Honor Council members must be present to conduct a hearing. This body is the Investigating Panel.

Honor Council positions are self-nominated. The person (or persons, depending on the specific election) who receive the most votes are elected; ties require a run-off. If a Council member leaves the Council during his or her tenure, a replacement is immediately elected to finish the term. Terms are for one academic year for the Full-Time Council; however, students are encouraged to re-elect Honor Council members to serve a second year to preserve continuity and consistency. Working Professional Council members are elected for the full length of their respective programs.

A student wishing to serve on the Honor Council may hold other leadership positions in extracurricular associations, provided that this is permitted in the other organizations' bylaws. An Honor Council member's public and official behavior should be beyond reproach and free from impropriety.

Full-Time MBA, MSA and MA Program Honor Council Elections

The Full-Time Program student body is responsible for electing the Honor Council student members. The Honor Council may coordinate election logistics with the Student Government Association to facilitate voting. During approximately the fourth week of the academic year (September), full-time first-year MBA and MSA students elect two Honor Council members each, and MA students elect two members each. When SGA elections are held in the spring, the full-time first-year MBA class and the first year MSA class each elects the following year's two full-time second-year representatives.

Working Professional Honor Council Elections

Students in the Working Professional Programs elect two Honor Council member from each class year for each program. Elections are held in about the fourth week after each program begins. The Associate Dean of Working Professional Programs is responsible for elections. Terms last for the full length of each program.

Jurisdiction

The Honor Councils serve as student groups of the graduate business school charged with determining whether a violation of the Honor Code has occurred and recommending penalties in response to honor offenses involving graduate business school students. Honor Council decisions may be appealed to an appeals panel. The Dean is ultimately responsible for determining whether a violation occurred and approving and administering consequences. (See "Honor Offense Proceedings" for specific details.)

HONOR OFFENSE PROCEEDINGS

Note: The Council is not to seek the truth under an interpretation of legal methodology, but rather in a straightforward, adult fashion (i.e., the hearing is not a court procedure and we are not lawyers). Its task is to find the truth and render fair decisions.

Every attempt will be made to ensure that Honor Council proceedings will not interfere with classroom work. However, there will be times when missing class is unavoidable. Honor Council members, accused students and witnesses, and any others who need to be involved should be granted "excused absences" when they must miss class for Honor Council affairs.

The appropriate Chairperson will make every reasonable effort to personally serve as chair at Honor Council proceedings. However, given the complexity of logistical considerations with programs in Winston-Salem and Charlotte, and in the interest of expediently resolving honor offense cases, if both the Full-time and Working Professional Honor Council Chairs are unavailable they may designate another Honor Council member to serve in their stead for a specific proceeding. In the event an offense occurs prior to the election of the respective Honor Council Chairperson, the Honor Council Faculty Advisor will designate a temporary chair for the investigation and hearing.

Honor Council hearings, including appeal hearings, should be tape- or video-recorded in the event that clarification is needed during the deliberation or appeal process. Initial conversations with the witness(es) need not be tape-recorded; however, the Honor Council members investigating a case should ask each witness for a separate, written account of the situation giving rise to the investigation. The accused student should also prepare a concise statement summarizing his or her view of events prior to a full hearing, if a hearing is required.

Investigation

When an honor offense is brought to the attention of the Honor Council, two Council members (one is usually the Honor Council chairperson) conduct a preliminary investigation within five

days of the notification of a violation. The two investigators question the individual(s) who reported the alleged offense ("reporters"). If there is more than one reporter, these conversations should be held separately. The two Honor Council members then meet face-to-face with the accused as quickly as can be arranged, giving little forewarning to the accused to avoid compromising the investigation. The Honor Council members explain that they are conducting an Honor Offense investigation. Detailed notes should be taken during the investigation. The members explain the accusation clearly and directly and ask the accused student to respond. The identity of reporters should remain confidential at this point during the investigation, and the Council members must not reveal their identity even if the accused student asks about them. If the accused student denies the charges and the Honor Council members conclude that there is insufficient evidence to the contrary, the case is dropped, and the reporter(s) are informed that the case has been resolved. If, however, the evidence supports the need for a full hearing, the investigating members inform the accused student as quickly as possible. Honor Council hearings will take place no sooner than five and no later than fourteen academic days from the date of notification of the violation. Honor Council members not investigating a case should refrain from learning about the case prior to a hearing.

For cases that must proceed to a hearing a Hearing Panel will be convened. The appropriate Honor Council Chairperson will coordinate a time when witnesses and the accused student(s) can come before the Hearing Panel. For cases involved with the Working Professional Programs, hearings may be conducted via videoconference between the Winston-Salem and Charlotte campuses. For all Honor Council hearings a Hearing Panel of two faculty representatives and four student members will be designated. One of the four student members on this Panel will be the appropriate Honor Council Chairperson. The Chairperson, in conjunction with the faculty advisor, will identify appropriate members of the Honor Council to serve as members of the Hearing Panel, which in turn conducts the hearing.

Honor Council meetings are held in closed session. Honor Council members will maintain confidentiality with respect to Honor Council proceedings and will not publicly discuss or comment on cases. Information concerning Honor Council proceedings is shared on a need to know basis only in compliance with the Family Educational Rights and Privacy Act.

Hearing Procedures

The Honor Council will be given access to appropriate, private spaces as needed to conduct confidential proceedings. The Council records an audio or video tape of the proceedings. At the time of the hearing, the Chairperson shares with the Council the name of the accused student and briefly explains the accusation. The Council then reviews the written statements of the witness(es) and accused student and hears from the members who conducted the initial investigation. The Chairperson then brings in the accused student and states the accusation. The accused is asked to respond. As Honor Council hearings are not legal proceedings, the accused student is not permitted to be represented by legal counsel at the hearing. However, the accused student may have a fellow student attend the hearing proceedings as an advisor. The Chairperson and Council members ask questions of the accused student. Finally, the Chairperson brings in the witness(es) and the accused faces the witness(es) for the first time. In the case of multiple witnesses, each witness is brought forward individually to prevent testimonial bias. The Chairperson asks each witness what he or she observed, and the Council may follow up with questions. The accused may also bring witnesses to speak on their behalf. Only the Council members serving on the Hearing Panel, the Honor Council faculty advisor, the accused student and his/her advisor may be present at the hearing. Witnesses may be present only when providing testimony.

After dismissing everyone but Honor Council members, the Council discusses the case privately. Each Council member is given the chance to offer his or her opinion and ask questions. During this deliberation, the Council clarifies the specific accusations, taking into account information from the initial investigation and the hearing itself. It should be noted that a student may be accused of one offense (e.g. cheating) and found guilty of an additional or possibly a separate offense (e.g. lying during Honor Council proceedings). Any additional charges that are raised during a hearing will be subject to the investigative and hearing processes. Additional testimony may be called for during deliberation if the body of evidence seems excessively contradictory or unsatisfactory.

Determination of Guilt

A vote is taken to determine whether the accused student is “guilty” or “not guilty” for each accusation. A simple majority determines the finding of guilt. In the case of a tie, the Chairperson will not vote. If the accused student is found “not guilty” for all accusations, the case is closed and all recordings and notes are destroyed, although a brief record of the incident, without the name(s) of the accused or witness(es), should be maintained with the faculty advisor.

If a finding of “**guilty**” is reached, a second vote is taken. Members vote by secret ballot either “**guilty – stay with penalty**” or “**guilty – dismissal.**” A vote of “dismissal” represents the Council’s belief that the student is fundamentally dishonorable and should be dismissed immediately. The Honor Council believes a student found guilty with a majority vote of “stay with penalty” deserves a second chance. *(It should be noted that non-compliance with assigned penalties may result in a new set of more severe penalties or a new finding of “guilty – dismissal.” See below.)*

A vote of five votes out of six are required in order to reach a finding of “guilty – dismissal.” If this threshold is not reached, the student is automatically found “guilty – stay with penalty,” since the finding of “guilty” would have already been determined.

Determination of Consequences

For students whose cases result in findings of “guilty of an honor offense – stay with penalty,” the Honor Council must determine an appropriate set of consequences commensurate with the nature of the infraction. Consequences can include, but are not limited to:

- Failing grade for a course or courses
- Failing grade for quiz / exam / project
- Community service assignment
- Research paper, perhaps investigating a relevant honor / ethics issue
- Removal of scholarship award

COMMUNICATION OF FINDINGS

Following a hearing that results in a guilty finding, the Honor Council prepares a summary of the hearing, the findings, the consequences, and the reason for the consequences, including information regarding expectations that will comprise satisfactory compliance with the consequences.

The Chairperson and one faculty representative (or the faculty advisor) then communicates the findings and consequences, if applicable, to the accused student within one academic day.

The Council’s memo for a student found “guilty – stay with consequences/requirements” should include the following statement:

You can choose to remain a part of the graduate business school by accepting these consequences and/or requirements in full or successfully appealing your case by DATE (Date should be within 5 business days following the date on which the student was informed of the consequences/requirements). Should you not satisfactorily comply with these consequences and/or requirements by the assigned deadline(s), the Honor Council will meet again to determine the possibility of additional consequences and/or requirements, up to or including dismissal from the program.

The chairperson and faculty representative are responsible for making sure that the guilty student signs the memo detailing the outcome. The chairperson and faculty representative will also sign the document and will return a copy of the signed document to the Dean who will maintain an archive of confidential Honor Council documents. A copy of the documents will also be provided to the Associate Dean of Student Academic Services.

ADMINISTRATION OF CONSEQUENCES/REQUIREMENTS

For consequences requiring supervision (e.g., community service hours tracked, research papers to be completed by specific dates according to specific guidelines), the Associate Dean for Student Academic Services assumes responsibility. (For Charlotte Program cases, the Associate Dean may work with the Director of the Charlotte programs to monitor penalties.) If a student does not comply with the assigned consequences/requirements, the Associate Dean for Student Academic Services will inform the Honor Council, and the Honor Council will determine a revised set of consequences/requirements for approval by the Dean. (Note that a student who does not appeal by the original deadline and later does not comply with his or her consequences/requirements will not have the opportunity to appeal the original finding of guilt or the original consequences/requirements. Should the Honor Council need to assign different or additional consequences/requirements in such a case, the student is permitted to appeal those revised consequences/requirements.)

REVIEW AND APPEALS PROCESS

A student found guilty of an honor offense with an outcome of “dismissal” or “stay with penalty” may choose to appeal the decision of the Honor Council. The accused party has 24 hours from the time they were notified of the decision to appeal to the faculty advisor or appropriate Honor Council Chairperson. Should additional, relevant information about a case or student come to light during the period between the original decision by the Honor Council and the time of the appeal hearing, that information must be considered during the appeal hearing.

Appeals Panel

The Appeals Panel consists of the appropriate Honor Council Chairperson, an additional Honor Council student member, and two faculty Honor Council members. These faculty and student representatives to the Appeals Panel will be chosen from members on the Honor Council who were not involved in the initial investigation and hearing by the Faculty Advisor to the Honor Council.

Appeal Hearing Procedure

If a case proceeds to appeal, the Faculty Advisor to the Honor Council calls a meeting of the Honor Council Appeals Panel and the accused student(s) as soon as possible but no longer than four days after the appeal was requested. Before the hearing, the Appeals Panel is provided with all documentation associated with the case, including any original penalty sets.

At the time of the appeal hearing, the Faculty Advisor calls the meeting to order and briefly introduces the case. The advisor asks the Chair from the Honor Council to present the case and to

explain the Council's course of action. The Honor Council Chair may present any statements, recordings or similar information that were relevant to the decision-making. The panel may ask questions. The accused student is then brought into the room (if more than one student is involved, each is brought in separately). The accused student is asked to present his or her case for appeal and to answer any questions. The accused student may invite a character witness to participate in the appeal hearing if desired. The character witness may not speak in place of the accused student but may offer a statement about the accused student. As necessary, the panel may call on involved faculty, staff or student witnesses for clarification, remembering that discretion is important. Once the panel questions have been answered, all students and witnesses leave the room, and the panel determines the final outcome of the case. The panel should consider all relevant information when deliberating an appeal, including but not limited to the student's attitude during proceedings and compliance with previously recommended penalties.

The Appeals Panel will decide whether to support the findings and consequences of the Hearing Panel or whether to recommend changes. A written notice will be given to the Dean by the Faculty Advisor in a timely manner. The Dean shall consider the recommendations of the Appeals Panel, along with the original findings and consequences of the Hearing panel, and any alleged exceptional circumstances and shall make a decision to accept, reject or alter the recommendations. The decision of the Dean shall be final.

MISCELLANEOUS:

Appropriate Honor Council Chairperson refers to the two chairpersons that were elected by the respective student representatives of the Fulltime Honor Council and Working Professional Honor Council.

At the end of the academic year in May, a report of the annual Honor Council activities will be provided to faculty, staff and students. To maintain privacy and confidentiality, this report will be presented in a generalized, summary format.

Honor Code Contract

The faculty and students of the graduate business school have prepared the Honor Code as a covenant contract between each member of our community – students, faculty, staff and guests. Through this agreement, the community grants privileges and opportunities of citizenship, and each person within the community accepts two fundamental responsibilities:

1. To maintain personal integrity by understanding, internalizing and living the Honor Code, and
2. To maintain the integrity of the community by helping others adhere to the Honor Code.

The Honor Code is built on the following four points:

- 1. I will not lie.**
- 2. I will not cheat.**
- 3. I will not steal.**
- 4. I have a duty to report any honor violation of which I am personally aware to a member of the Honor Council.**

For the Honor Code to be meaningful, we must share mutual confidence and trust. *The value of degrees granted by Wake Forest University is diminished if members of our community achieve those degrees dishonestly.* Examination papers, essays, quizzes, projects, research tools, and all other class work for classes and degrees are to be prepared according to professors' individual policies. Resumes must contain true information. It is the responsibility of each student to clearly understand each professor's standards and rules and to proactively seek clarification where required. Inadequate understanding of a particular professor's policy is not a valid excuse for committing an Honor Code infraction.

Any individual violation of the Honor Code compromises every member of the community. Therefore, the entire community must be deeply committed to the integrity of the community. The Honor Code will work effectively in the graduate business school community if each member ensures its enforcement. As you pledge to live by the Honor Code, *you also accept responsibility to report any possible violations of which you become aware.* If you should fail to do so, you are committing a violation of the Honor Code yourself.

The student body elects Honor Councils, one for the Full-Time/Master of Arts in Management/Master of Science in Accountancy Programs and one for the Working Professional Programs, to evaluate and determine consequences for Honor Code infractions. Six faculty representatives are elected by the faculty and serve on both Councils. The appropriate Honor Council will thoroughly and discreetly investigate each alleged violation, will conduct fair hearing proceedings for each accused student, and will recommend a course of action to the Dean. Final authority and responsibility for administration of penalties rests with the Dean of the Schools of Business. Students found guilty of Honor Code infractions may appeal the decision of the Honor Council to the Dean.

I acknowledge that I have received, read and understand the Honor Code. I understand that if I am accused of violating the Honor Code, I may not claim that I did not understand the Honor Code or my responsibility to seek clarification from professors regarding their specific policies.

Signed: _____

Print your name: _____

Date: _____

A Note on Plagiarism

Plagiarism is the dishonest use of the work of others.

Few students plagiarize deliberately; that is, few copy, with conscious dishonesty, another student's ideas, or a passage from a book or article. But a number of students, feeling the pressure of regular writing assignments, and actually confused about the legitimate use of materials, may be tempted to "borrow" sentences and patterns of ideas, or to "get help" on a theme, unless the whole concept of plagiarism is clarified for them. It is the purpose of this note to make clear what plagiarism is and how it can be avoided.

Plagiarism means presenting, as one's own, the words, the work, or the opinions of someone else. It is dishonest, since the plagiarist offers, as his own, for credit, the language, or information, or thought for which he deserves no credit. It is unintelligent, since it defeats the purpose of the course—improvement of the student's own powers of thinking and communication. It is also dangerous, since penalties for plagiarism are severe; they commonly range from failure on the paper to failure in the course; in some institutions the penalty is dismissal from the program.

Plagiarism occurs when one uses the exact language of someone else without putting the quoted material in quotation marks and giving its source. (Exceptions are very well known quotations, from the Bible or Shakespeare, for example.) In formal papers, the source is acknowledged in a footnote, in informal papers, it may be put in parentheses, or made a part of the text: "Robert Sherwood says, . . ." This first type of plagiarism, using without acknowledgment the language of someone else, is easy to understand and to avoid: when a writer uses the exact words of another writer, or speaker, he must put those words in quotation marks and give their source.

A second type of plagiarism is more complex. It occurs when the writer presents, as his own, the sequence of ideas, the arrangement of material, the pattern of thought of someone else, even though he expresses it in his own words. The language may be his, but he is presenting as the work of his brain, and taking credit for, the work of another's brain. He is, therefore, guilty of plagiarism if he fails to give credit to the original author of the pattern of ideas.

This aspect of plagiarism presents difficulties because the line is sometimes unclear between borrowed thinking and thinking which is our own. We all absorb information and ideas from other people. In this way we learn. But in the normal process of learning, new ideas are digested; they enter our minds and are associated and integrated with ideas already there; when they come out again, their original pattern is broken; they are re-formed and rearranged. We have made them our own. Plagiarism occurs when a sequence of ideas is transferred from a source to a paper without the process of digestion, integration, and reorganization in the writer's mind, and without acknowledgment of the paper.

Students writing informal themes, in which they are usually asked to draw on their own experience and information, can guard against plagiarism by a simple test. They should be able honestly to answer NO to the following questions:

1. Have I read anything in preparation of writing this paper?
2. Am I deliberately recalling any particular source of information as I write this paper?
3. Am I consulting any source as I write this paper?

If the answer to these is No, the writer need have no fear of using sources dishonestly. The material in his mind, which he will transfer to his written page, is genuinely digested and his own. The writing of a research paper presents a somewhat different problem, for here the student is

expected to gather material from books and articles read for the purpose of writing the paper. In the careful research paper, however (and this is true of term papers in all college courses), credit is given in footnotes for every idea, conclusion, or piece of information which is not the writer's own; and the writer is careful not to follow closely the wording of the sources he has read. If he wishes to quote, he puts the passage in quotation marks and gives credit to the author in a footnote; but he writes the bulk of the paper in his own words and his own style, using footnotes to acknowledge the facts and ideas he has taken from his reading.

Reprinted with minor modifications from *Understanding and Using English*, Third Edition, by Birk and Birk, Odyssey Press, Inc., 1958.

Assignment of Intellectual Property Rights

The programs and courses at the Business Schools have been designed to prepare students for the challenges of management and leadership. Great effort is taken to make the course work relevant, realistic and mirror situations and challenges faced by organizations and decision-makers. In order to implement these objectives, some courses and program requirements will require students, either individually or in teams, to act in the role of consultant with a client (individual or organization) to produce a product (report, presentation, etc.) in response to the client's request and needs. Often, this engagement will require the client to provide current and potentially confidential information in order for the student(s) to fulfill the client's needs and provide the students with a rich learning experience.

In the production of the product (report, presentation, etc.), the students may produce intellectual property, such as, but not limited to: reports and presentations, ideas and concepts, graphic designs and logos, strategies, etc., that can provide benefit to the client. In order for the School to be able to attract clients willing to provide rich learning experiences and potentially sensitive information to the students for these exercises, it is necessary that students be willing to assign the rights of the intellectual property produced by them during these exercises to the client.

Thus, in order to fulfill partially the academic objectives of the Business Schools, we require all students to agree to the assignment of the intellectual property rights to the client organization for all Business Schools program activities and events and competitions hosted or sponsored by the School. This includes, but is not limited to:

- Assignments and projects for individual courses
- Integrative exercises
- Practicums
- Competitions (e.g. – Marketing Case Competition, etc.)

I acknowledge that I have received, read and agree to the assignment of intellectual property rights.

Signed: _____

Print your name: _____

Date: _____

III. Schools of Business Information

Student Conduct

As a cohort-based program, team cohesiveness is critical to student success. Given the importance of teamwork, the following policy applies:

For our graduate programs that depend heavily on teamwork, the School reserves the right to remove a student from a team and ask that he/she complete all teamwork on his/her own if the student is found to be disruptive and/or uncooperative.

If a student is found to be disruptive to the experience of other students and/or poses a threat to his/her safety or the safety of others, he/she will be removed from the program.

Alcohol Policy

The goal of this policy is to appeal to students to make low-risk choices regarding their use of alcohol. As educators, we recognize that a certain tension exists between the legal and sub-cultural realities related to drinking behaviors; our aim is to help students make informed decisions, so that they can achieve their fullest potential. By abiding by this policy, students should be able to make responsible decisions regarding alcohol use.

Decisions about the use of alcohol are the responsibility of the individual within the constraints of the law. Those of legal age who choose to consume alcohol are expected to do so in a low risk manner. We also believe the University should educate all its members about the proper use and dangers of alcoholic beverages and encourage constructive change when abuses occur.

The minimum age for the legal purchase and possession of alcoholic beverages in North Carolina is 21. Wake Forest University recognizes the responsibility of the state and federal governments with regard to the welfare of their citizens and, accordingly, supports this law in university social regulations. Generally, the law provides that:

1. A person must be at least 21 to attempt to purchase, purchase, or possess any alcoholic beverage;
2. It is unlawful for a person to sell or give alcoholic beverages to an underage person; and
3. It is illegal to use fraudulent identification or to allow another person to use one's own identification to obtain alcoholic beverages illegally.

The state Supreme Court has upheld the principle of social host liability. The principle of social host liability holds a server of alcohol responsible for serving a person who the server knows or should have known was intoxicated if the intoxicated person injures a third party.

Graduate student groups planning social functions at which alcohol will be consumed will register such events with the Graduate Student Affairs Office of the Business Schools at Wake Forest University. For events held off-campus, alcohol must be provided by a licensee of the state ABC board on licensed premises.

A legal-age student who transports alcohol anywhere outside of an area within which consumption has been approved must cover the closed containers in the original packaging, a bag or cooler.

The sale of alcoholic beverages is prohibited on the Reynolda Campus except for sales by the designated University Food Service at specially permitted events. Each event in this category requires a separate, one-time special permit, which may be obtained through ARAMARK, Wake Forest University's Dining Services operator.

Computing Policies

Summary of Computing Rights and Responsibilities

The policy applies to all computer and computer communication facilities owned, leased, operated, or contracted by the University. This includes, but is not limited to, word processing equipment, microcomputers, minicomputers, mainframes, computer networks, computer peripherals, and software, whether used for administration, research, teaching, or other purposes. The policy extends to any use of University facilities to access computers elsewhere.

Basic Principles

The University's computing resources are for instructional and research use by the students, faculty, and staff of Wake Forest University. Ethical standards that apply to other University activities (Honor and Ethics System, the Social Regulations and Policies, and all local, state, and federal laws), apply equally to use of campus computing facilities.

As in all aspects of University life, users of computing facilities should act honorably and in a manner consistent with ordinary ethical obligations. Cheating, stealing, making false or deceiving statements, plagiarism, vandalism, and harassment are just as wrong in the context of computing systems as they are in all other domains.

Use of campus facilities is restricted to authorized users. An "authorized user" is an individual who has been assigned a login ID and password by Information Systems staff (on any relevant system), or by an authorized agent. Individual users are responsible for the proper use of their accounts, including the protection of their login IDs and passwords. Users are also responsible for reporting any activities that they believe to be in violation of this policy, just as students are responsible for reporting Honor and Ethics System violations.

Individuals should use these facilities:

- in a manner consistent with the terms under which they were granted access to them;
- in a way that respects the rights and privacy of other users;
- so as not to interfere with or violate the normal, appropriate use of these facilities;
- and in a responsible and efficient manner.

Abusive activities which are already covered under other University policies are to be handled in the same way, and by the same authorities, as if a computer had not been involved, following established guidelines.

Systems Monitoring

This statement serves as notice to all users of campus computing systems that regular monitoring of system activities may occur. Only designated staffs of Information Systems have authorization to engage in systems monitoring.

Privacy

All individuals, including members of the Information Systems staff, should respect the privacy of other authorized users. Thus they should respect the rights of other users to security of files, confidentiality of data, and the ownership of their own work. Nonetheless, in order to enforce the policies set out here, designated Information Systems staffs are permitted to monitor activity on local computing systems.

In the event that staff should investigate a user, a record of the investigation shall be placed in a permanent file to be kept in Information Systems, beyond the standard log of all systems monitoring. This record shall state why the user was investigated, what files were examined, and the results of the investigation. Information Systems staff shall not reveal the contents of users' files, users' activities, or the record of investigations except in the following cases (and then only with the approval of the chief information officer or the provost):

1. Evidence of Honor and Ethics System or Social Regulations and Policies violations will be referred to the dean of the appropriate college, or to the dean of student services.
2. Evidence of improper activities by University employees will be referred to the director of human resources or the appropriate University officers.
3. Evidence of violations of law will be referred to the appropriate law enforcement officials.

Examples of prohibited activities are provided online at http://groups.wfu.edu/CIT/ethical_use_policy.html.

Disciplinary actions

Substantial evidence of a violation of the principles described in this policy statement may result in disciplinary action. As stated above, in cases where a policy already exists, and the only difference is that a computer was used to perform the activity, such action will be taken through appropriate University channels such as administrative procedures, the Honor and Ethics Council, the Graduate Council, or other supervisory authority to which the individual is subject. Violation of state or federal statutes may result in civil or criminal proceedings. Otherwise, those who engage in computer violations are subject to the authority of Information Systems.

Violation of the policies articulated here may result in one or more of the following, plus any additional actions deemed appropriate by Information Systems:

1. Suspension of one's ability to perform interactive logins on relevant machines on campus.
2. Suspension of one's ability to login to a campus network.
3. Suspension of one's ability to send e-mail.
4. Suspension of one's ability to receive e-mail.
5. Increased monitoring of further computer activity (beyond normal systems monitoring).

Any disciplinary action taken by Information Systems may be revoked and/or modified by the provost of the University or anyone the provost designates to deal with such matters.

Locating Computing Policy Information and Policy Updates

The above summary is based on the Policy on Ethical and Responsible Use of Computing Resources and other computing policies. These policies may be updated, shortened, or expanded from time to time. Full policies can be reviewed online at http://groups.wfu.edu/CIT/ethical_use_policy.html.

Software Duplication and Use Policy

Wake Forest licenses the use of its computer software from a variety of companies. The University does not own that software or its related documentation and, unless authorized by the software developer, does not have a right to reproduce it. Unauthorized duplication or use of software violates the U.S. Copyright Law and exposes the individuals involved and the University to possible civil and criminal liability.

While licensing agreements differ slightly from one software company to another, the license fee generally entitles the licensee to use one copy of the software on one computer. It is usually legal to make a working copy to use with a floppy disk system or to copy onto the hard drive. The original may be kept in a safe place as a backup, and it is usually legal to have a copy of the program included with the system backup. Unless specifically authorized by the license agreement, it is not legal to have copies of the software running simultaneously on multiple machines or to use a single copy on a local area network.

The best policy for students, faculty, and staff to follow is that copying software for use on additional machines is prohibited unless told otherwise by an authorized individual. The University does not require, request, or condone unauthorized copying or use of computer software and such action is considered not to be taken in the course of employment. As a result, the University cannot provide legal defense for individuals accused of making unauthorized copies of software. If the University is issued or fined because of unauthorized copying or use by students, faculty, or staff, it will be required to seek payment from the individuals. The individual may also be subject to disciplinary action that may include dismissal. University policy requires that all students, faculty, and staff abide by the law and University contractual obligations.

Tuition and Financial Aid

The Schools of Business offers financial assistance programs that include scholarships, assistantships, and private, as well as, federally sponsored loan programs. The Schools of Business financial aid specialist will gladly advise interested applicants of their eligibility for these programs upon receipt of the student's FAFSA (Free Application for Federal Student Aid) form. Scholarship awards for the Winston-Salem full-time, Evening, Masters in Management and Charlotte Evening and Saturday MBA programs are determined by the admissions committee for each program. Contact the appropriate admissions office for more information. **NOTE: Scholarship awards are guaranteed for the first semester of study only. Academic status is evaluated at the end of each semester. Any student placed on academic probation will forfeit all future awards.**

Eligibility for student loans is determined by an analysis process via the FAFSA form. This form should be filed as early in the admissions process as possible in order to provide the student with timely information. The FAFSA form may be completed online at <http://www.fafsa.ed.gov>. Use the DOE assigned school code – E00515 – when school preference is requested.

The completed form is submitted online to the Federal Student Aid Program, Department of Education, for analysis and is then forwarded to the Schools of Business's financial aid office. In determining financial need, the school will utilize standardized nine-month and twelve-month budgets.

Loan Programs

The Federal Direct Loan (Subsidized and Unsubsidized): The Federal Direct Loan Program is comprised of the Subsidized and Unsubsidized Direct loans. The total Federal Direct Loan eligibility has been set at \$20,500. With the Subsidized Direct Loan, a student may be eligible to borrow up to \$8,500. With the Unsubsidized Federal Direct Loan, the student will be eligible to borrow the difference between the \$20,500 and the subsidized portion of the loan. (\$20,500 - Subsidized Direct [the maximum is \$8,500] = Unsubsidized Direct Loan.) The Subsidized Direct loan is available to applicants who qualify on the basis of federally published need criteria. Both the Subsidized and the Unsubsidized Direct loans require U.S. citizenship or permanent resident status. The federal government pays the interest on the Subsidized Direct loan while the student maintains full-time enrollment. The student is responsible for the interest on the Unsubsidized Direct while in school. There is a six-month grace period after graduation (or when a student drops below the minimum course load requirement) before repayment begins. The in-school interest rate for the 2011-2012 school year is 6.8 %. Interest does not begin to accrue on the Subsidized Direct Loan until after the student has left school. Participation in the loan program requires a FAFSA analysis. A 1% Origination Fee is charge for each Subsidized and Unsubsidized loan.

The Federal Graduate PLUS Loan: This low-interest loan, credit -based loan, is one of the most affordable ways to pay for school. A student can borrow up to the cost of attendance minus any Federal Direct awards and scholarships. Eligibility for this loan is not based on household income, assets or financial need, but is determined, in part, by the student's personal credit history. Participation in the loan program requires a FAFSA analysis. A 4% Origination Fee is charged for each GradPLUS disbursement. Repayment starts two months after graduation.

Call Donna Agee, Associate Director, Financial Aid at 336-758-4424 or 800-722-1622 for more information about the student loan process.

V.A. Education Benefits: Veterans benefits are available through the Veterans Administration for qualified veterans. Contact Donna Agee, Associate Director, at 336-758-4424 for information and application procedures.

The Wake Forest Monthly Payment Plan: This program administered by FACTS Tuition Management Company allows students to pay their tuition on a monthly basis for the academic year. Those students interested in applying for this program should call FACTS, 800-609-8056, or online at http://www.wfu.edu/fas/ar/monthly_payments.html.

Withdrawal Refunds

The Certification Document has information concerning withdrawal procedures for each program. If a student withdraws from a program and does not receive Title IV federal financial aid, refunds are issued as follows:

Before classes begin	100% of tuition less deposit
1st WEEK:	90% refund
2nd WEEK:	75% refund
3rd WEEK:	50% refund
4th WEEK:	30% refund
5th WEEK:	20% refund

There is no refund of room rent or parking decals that have been placed on vehicles.

Return of Title IV Program Funds Policy

The 1998 amendments to the Higher Education Act (HEA) of 1965 (Section 484B), and subsequent regulations issued by the United States Department of Education (34 CFR 668.22), establish a policy for the return of Title IV, HEA Program grant and loan funds for a recipient who withdraws. The Return of Title IV Funds policy, implemented August 30, 2000 at Wake Forest University, replaces the former statutory federal refund policies. Wake Forest University does not have a leave of absence policy that would exempt any student from the requirements of the Return of Title IV Funds policy.

Title IV Funds include the following aid programs: Federal Direct Loan (subsidized and unsubsidized).

The percentage of the term completed is determined by dividing the total number of calendar days comprising the term (excluding breaks of five or more consecutive days) into the number of calendar days completed. The percentage of Title IV grant and loan funds earned is: (1) up through the 60% point in time, the percentage of the term completed, (2) after the 60% point in time, 100%. The amount of Title IV grant and loan funds unearned is the complement of the percentage of earned Title IV funds applied to the total amount of Title IV funds disbursed (including funds that were not disbursed but could have been disbursed, i.e., post-withdrawal disbursement).

If the amount earned is less than the amount disbursed, the difference is returned to the Title IV programs. If the amount earned is greater than the amount disbursed, the difference is treated as a late disbursement in accordance with the federal rules for late disbursements.

Unearned funds, up to the amount of total institutional charges multiplied by the unearned percentage of funds, are returned by the University; the student returns any portion of unearned funds not returned by the University.

A student repays the calculated amount attributable to a Title IV loan program according to the loan's terms. If repayment of grant funds by the student is required, only fifty percent of the unearned amount must be repaid. A student repays a Title IV grant program subject to repayment

arrangements satisfactory to the University or the Secretary of Education's overpayment collection procedures.

Funds returned are credited in the following order: Unsubsidized Direct Loans, Subsidized Direct Loans.

Questions should be directed to student accounts in the Financial and Accounting Services Office, 336-758-5233.

Other Sources of Financial Aid

Graduate Assistantships: Approximately 30 percent of the full-time students in the second year work as a graduate assistant for a faculty member or a department. It is strongly recommended that students not work during the first year of full-time MBA program because of the intense study requirements. The assistantships are awarded based on skill and are payable at \$10.00 per hour. Assistantships are work agreements between faculty members and/or departments to perform a variety of tasks including research, clerical, and staffing. Please see Lyn Myers, Director, Business Operations, Worrell 2101, 336-758-3673 or myerslb@wfu.edu, before beginning work to complete all HR and Payroll required paperwork.

Scholarship Renewal

Any student who receives a grade of "F" or is placed on academic probation by the Certification Committee at the end any semester will forfeit his/her scholarship and any benefits attached to that scholarship for all future semesters. This applies to tuition waivers, stipends, and international trips. Satisfactory academic progress is described in Section III.c of the Certification and Evaluation Document of this handbook. It reads:

III.c Satisfactory Academic Performance.

A student who earns a failing (F) grade in any course, fails to achieve at least a 3.0 semester GPA, or fails to maintain a cumulative GPA of at least 3.0 for the total number of courses in the program to that point may be suspended, placed on academic probation, requested to withdraw from the program, or be dismissed.

In all programs, the specific action taken by the Certification Committee will be based on an assessment of the probability of the student's successful completion of the program and his/her effort and motivation. If a student is not permitted to continue in a program, graduate credit will be given for all courses passed.

Tuition Payment Schedule

You may view your student bill through WIN. Tuition payment timetable is as follows:

Fall semester tuition is due August 1.

Spring semester is due December 1.

Summer tuition is due June 1.

**Wake Forest University
Schools of Business Cancellation Policy**

Tuition for all programs is due August 1 for the fall semester, December 1 for the spring semester and June 1 for the summer semester. If this schedule is not adhered to the following steps will be taken.

1. An email will be sent from Student Financial Services by the 15th of August, December or June (depending on the semester) to the student's WFU email account notifying them that they have a balance due and failure to pay may result in cancellation of classes one calendar week from the date of the email.
2. A second email will be sent from Student Financial Services, via the student's WFU email account, notifying them that they have 3 business days to resolve their balance or classes will be cancelled.
3. After the above cancellation deadline, Student Financial Services will notify the Schools of Business Registrar to cancel classes by placing DD on the student account and all other appropriate administrators will be notified (Assistant Dean of Administration, Senior Associate Dean of Graduate Programs, Associate Director of Financial Aid and Director of Budget). The Registrar will send an email to the student's WFU email account notifying them of the cancellation of their classes.

Reinstatement – at this time when the student pays they are required to visit Student Financial Services office in Reynolda Hall to obtain a card to take to the Registrar to reinstate them in classes. Working Professional Program students are required to send an email to Student Financial Services after payment, to start the reinstatement process. This email should be sent to sfs@wfu.edu.

Student Health Insurance

Health insurance is required as a condition of enrollment for full-time, degree-seeking domestic graduate students and all international students with F or J visas. For further information regarding Student Health Insurance please visit the Student Insurance website at: <http://www.wfu.edu/sip/>

Late Arrival Policy (For MA, MSA, and MBA Full-time Students)

Students should be ready to begin their courses on the first day of classes as specified on the official Schools of Business academic calendar (see <http://business.wfu.edu/>) at the beginning of each semester. If a situation arises which will cause the student to miss starting classes, he/she should contact the program director. The program director will make a decision regarding admittance/continuing enrollment on a case-by-case basis. Students who fail to attend twenty percent or more of their classes will be separated from the program. Exceptions to this policy, due to extended illness or other extraordinary circumstances, must be approved by the program director. If permission to arrive late is granted by the Director, the student must notify each of her/his instructors. Individual instructors reserve the right to deny enrollment in a course if the absence will prevent the student from completing the required coursework in a satisfactory manner.

Work Policy

Because of the intensity of the daytime programs, the need for extensive preparation and emphasis on teamwork the Business School's work policy is as follows:

MA Program: MA students are strongly discouraged from holding a part-time job while they are enrolled in the MA Program. However, with the approval of the MA Program Director, students may work up to 10 hours per week at a part-time job or as a Graduate Assistant. Part-time work must be scheduled such that it does not conflict with classes, team meetings, and other school related events. To obtain the program director's approval, students must provide adequate assurances that the work will not interfere with the student's course work, team work, career search, and school events. . To be eligible, students' GPA should be 3.2 or higher.

Full-time Program: Full-time students are not permitted to work on a full- or part-time basis for outside organizations during the academic year. Full-time students are not allowed to undertake any work during the first semester. In the spring semester, students may work as a Graduate Assistant for up to 10 hours/week with the approval of the full-time program director. To obtain the program director's approval, students must provide adequate assurances that the work will not interfere with the student's course work, team work, and career search. To be eligible, students' GPA should be 3.2 or higher.

MSA Program: MSA students are discouraged from undertaking work during their studies due to the intensity of their program. Exceptions will be reviewed on an individual basis by the faculty admissions committee.

Immunization Policy²

Wake Forest University and North Carolina State law (G.S. 130A-152) require documentation of certain immunizations for students attending a North Carolina college or university. Students must submit certification of these immunizations **PRIOR TO REGISTRATION**. *Documentation should be on or attached to the completed Health Information & Immunization form provided by the Student Health Service* in order to assure correct identification of the student. If you have not received the form you may download it from the Wake Forest University Student Health Service web site (<http://www.wfu.edu/shs/docs/HIS.pdf>). Acceptable documentation is a statement signed by the appropriate official(s) having custody of the records of immunization, such as a physician, county health department director or a certificate from a student's high school containing the approved dates of immunizations. The State statute applies to all students except those registered in off campus courses only, attending night or weekend classes, or taking a course load of four (4) credit hours or less.

The American College Health Association recommendations and North Carolina State law require certification in accordance with the following.

REQUIRED:

1. **Tetanus/Diphtheria/Pertussis.** Students must document three doses of a combined tetanus diphtheria vaccine (DTaP, Td, or Tdap) of which one must be within ten years of enrollment and one of which must have been Tdap.

² This section is adapted from the Wake Forest University Student Health Service website: <http://www.wfu.edu/shs/vaccines.html>

2. **Rubeola (Measles).** Students must document two doses of live virus measles vaccine given at least 30 days apart, on or after their first birthday unless (a) they have a physician's certificate which states that they have had measles prior to January 1, 1994, (b) they were born prior to January 1, 1957 or (c) they have documentation of a titer indicating they are immune.
3. **Rubella (German measles).** Students must document that they have had one dose of live virus vaccine on or after their first birthday unless (a) they have documentation of a titer indicating they are immune, or (b) they will be fifty years old before they enroll. History of the disease is not acceptable.
4. **Mumps.** Students must document two doses of live virus mumps vaccine given at least 30 days apart, on or after their first birthday unless (a) they were born before January 1, 1957 or (b) they have documentation of a titer indicating they are immune. History of the disease is not acceptable.
5. **Polio.** Students must document that they have had a trivalent polio vaccine series and a booster on or after their fourth birthday unless they will be eighteen years old or older when they enroll.
6. **Hepatitis B.** Three-dose series required if born on or after July 1, 1994. Recommended for all students.
7. **Tuberculin skin test** is required within twelve months of the University registration date for (a) students who may have been exposed to tuberculosis or has signs or symptoms of active tuberculosis disease or (b) students whose home country is *other than* United States, Australia, New Zealand, Canada, Western Europe or Japan. If the student is known to be tuberculin-positive or if this test is positive, attach the chest x-ray results and record of treatment.

RECOMMENDED:

1. **Varicella** - The two-dose series is recommended. Discuss with your health care provider.
2. **Meningococcal** –CDC recommends routine vaccination with quadrivalent meningococcal conjugate vaccine at age 11 or 12 years, with a booster dose at age 16 years. For adolescents who receive their first dose at age 13-15 years, a one-time booster dose should be administered after age 16 years. Persons who receive their first dose on or after their 16th birthday do not need a booster dose.
3. **Quadrivalent Human Papillomavirus Vaccine** – A three-dose series.

Immunizations required under North Carolina law must be documented within thirty days following registration. After that time, students with incomplete documentation of immunizations will not be permitted to attend classes. Please note that some series require several months for completion.

For more information regarding student health service see <http://www.wfu.edu/shs>.

Professional Center Library

Graduate business students share a library with the Law School in the Worrell Professional Center. The Professional Center Library occupies four floors in the middle section of the Worrell Professional Center. The entrance to the library is on the second floor.

The library collection includes about 20,000 books in the field of management and related topics, about 250 print periodicals, and a reference section with company directories, investment information services, industry overviews and statistical information sources. Graduate business students may also use the print collections of the main library on campus, the Z. Smith Reynolds Library.

Students may check out books for an initial period of four weeks. Students should present their Wake Forest ID card when checking out a book. Students may purchase copy cards at the circulation desk to use in the library copy machines located on each floor of the library.

Students have access to a great deal of business information from online databases, including full-text business periodicals, market research reports, and background information about companies, industries and foreign countries. Online databases include Business Source Complete, Lexis-Nexis, Thomson One Banker, Mintel, Euromonitor Global Market Information Database, Business Monitor International, and IBISWorld. Students may access library databases from home or while traveling via the Wake Forest Libraries proxy server. The Reynolds and Professional Center libraries share the subscriptions to all business databases.

Students may access business databases through either the intranet library page (<http://ww2.mba.wfu.edu/library>) or the Reynolds Library database page (<http://databases.zsr.wfu.edu>).

The management librarian, Bob Hebert, provides students with assistance with their research and instruction in using online databases. Students may contact Bob Monday through Friday by phone (336-758-4567) or by email, hebertb@wfu.edu. Mary Scanlon, business and economics reference librarian in the Reynolds Library, is also available to assist students with their research. Students may contact Mary Monday through Friday by phone (336-758-4303) or by email scanlmg@wfu.edu.

If no librarian is available for assistance, students may consult various business research guides here: <http://libguides.mba.wfu.edu/>.

Career Management Center

Students enrolled in the Full-Time Master of Business Administration (MBA) program, in the Winston-Salem evening and fast-track executive MBA programs, in the Charlotte evening and Saturday Master of Business Administration programs, in the Master of Arts in Management program, and in the Master of Science in Accounting program are eligible for all services offered by the Career Management Center (CMC). Any student regardless of his or her employment or support situation is invited to attend the seminars and/or workshops offered by the CMC office. Schedules of workshops will appear on-line on your personalized CMC link at

<http://www2.mba.wfu.edu/CMC>. For more details on eligibility and requirements for participating in various services offered, please contact the CMC at 336-758-7417.

To help achieve your career goals, the Career Management Center offers a variety of activities, services and information directly targeted for career success. After you arrive on campus you will begin the process and learn more about the programs we designed to assist your Graduate Business level career development. During your time as a student you will have the opportunity to learn about many business-oriented topics and develop high level skills that are required for lifelong career success. Mere possession of these skills, however, does not ensure success. In order to derive the maximum benefit from the hard work you will do, you need to develop an effective action plan to present these abilities to the right people. There is one concept we cannot stress enough, which is: **THERE IS A SUBSTANTIAL AND COMPELLING DIFFERENCE IN THE REQUIREMENTS FOR CAREER SUCCESS AT THE GRADUATE BUSINESS LEVEL.** At this level your career success demands you be highly proficient in the following competencies:

- Articulate well-researched professional goals, how those goals align with the stated needs and goals of the organization and why this specific organization will economically benefit from this mutual alignment of goals.
- Present your skills, experience and education to convincingly illustrate that you meet or exceed the stated needs of the position within an organization, in focused written and verbal formats.
- Demonstrate with quantifiable results and real examples your ability to work and produce economic value - independently, in teams, within large organizational structures, and within the larger community.
- Exhibit a consistently excellent professional image as a person of strong character, the highest ethical standards and an engaging and personable communication style.
- Utilize exceptional interpersonal skills in developing a professional personal network for the purposes of professional career development in terms of industry information, trends and potential future opportunities.

Failure to develop and refine these skills will unquestionably reduce your ability to succeed at the GRADUATE BUSINESS level.

Office of External Relations

The marketing & external relations office directs all of the Schools of Business marketing and communications effort which includes:

- Schools of Business web site (content and design)
- Production of all collateral materials
- Development and placement of advertising
- Development of media releases and coordination with news media
- Coordination and promotion of events
- Compilation of information submitted for business school surveys and rankings
- Coordination with other University departments to grow the WFU brand and ensure consistency of its graphic standards and collegiate message.

Materials and communications representing the Schools of Business must be routed through marketing & external relations. The office also must approve the use of the school logo by students, staff and faculty for any purpose.

Students are encouraged to consult the office early in the planning process to coordinate communications for special events, competitions and other projects. To review the Wake Forest University identity standards guide, please visit: www.wfu.edu/identity.

Student Affairs

The Office of Student Affairs is meant to be your primary contact for orientation activities and support services. Designated personnel will serve as advisor to the Student Government Association and helps coordinate international trips. The office also provides guidance to students on academic probation and ensures that honor code and/or disciplinary sanctions are fulfilled. This office manages “Student Travel Support” requests and collaborates closely with the Learning Assistance Center, Counseling Services, Health Services and Safety & Security.

Student Travel Support Policy

Questions regarding the student travel support policy should be directed to the Career Management Office.

University ID Cards – Deacon OneCard Program

All students at the Reynolda Campus are required to obtain and carry with them their Wake Forest University identification (ID) cards, and, upon the request of authorized University personnel, including University Police, residence hall and library staff members, to show their ID cards. The ID cards, known as Deacon OneCards, are multipurpose and should be kept in the student's possession at all times and carefully protected. They are used for electronic access to the Schools of Business (Worrell and Kirby) after hours, access to the Fitness Center located on the first floor of the Kenneth D. Miller Center, admission to athletic events and Secret Series, as well as checking out library materials and for printing from certain locations within the Schools of Business. Cards are issued to be valid during your enrollment at the University, and expire the day of graduation. ID cards **MUST** be returned to the Deacon OneCard Office upon withdrawal from the University. Lost or stolen cards should be reported to University Police immediately at 336-758-5591 or Ext. 311. Initial and replacement University ID cards are obtained at the Deacon OneCard Office, Room 101, Benson University Center. Hours are Monday-Friday, 9:00 a.m. – 5:00 p.m., telephone number is 336-758-1949. A fee of \$25.00 will be charged for the first replacement of a lost, broken or damaged card; subsequent replacement charges will increase by \$10 to a maximum charge of \$55. Non-working cards may be reported to Angie Sink (sinkam@wfu.edu), 336.758.4578, Worrell office 0123. Provide your full name and five-digit number on the back of the card.

The Deacon OneCard Account (also known as “Deac on Dollars Account”) is a student-requested declining balance debit account, which may be opened and used with your Deacon OneCard. The Deacon OneCard Account may be used at all dining locations, College Book Store, Deacon Shop, Student Health Service, Student Union, Office of Financial and Accounting Services and

University Police. Vending value may also be added, by cash, at the Worrell Professional Center Library to make copies or purchases from campus vending machines.

A Deacon OneCard Account may be opened, or funds added, by cash, check, and money order, with a \$25 minimum, or VISA or MasterCard with a \$100 minimum deposit. These transactions are processed by the ARAMARK (Wake Forest Dining Services) office, located at the hallway window just outside the cafeteria on the west side, ground floor of Reynolda Hall. Their hours are Monday-Friday, 8:30 a.m. – 5:00 p.m. For additional information you may reach them at 336-758-5607.

Lost and Found

Reynolda Campus students may turn in found articles to Angie Sink, Worrell office 0123. You may check with Angie (sinkam@wfu.edu), 336-758-4578, to see if a lost article has been turned in. Items are also posted on the Schools of Business Home Page/Intranet/Yardsale/Lost & Found.

Facilities Reporting

Reynolda Campus students, faculty and staff may report any facility problems with the Business side of the Worrell Professional Center to Angie Sink (sinkam@wfu.edu), 336-758-4578, or by using the online Building Maintenance report form. Go to Schools of Business homepage and log on to the Intranet, then choose Administration, Building Maintenance, and complete the necessary information. The report goes directly to Angie Sink who will attend to the problem in-house or place a service call to Facilities Management as needed.

Room Requests

Reynolda Campus students may reserve classrooms online for special projects, club meetings, and large group study sessions. Reservations are limited to four (4) hours within a 24 hour period to allow use by all programs. *Study rooms cannot be reserved.* From the Schools of Business Home Page, log on to the Intranet/Administration/Room Schedule <http://www2.mba.wfu.edu/intranet/roomschedule>. Room request changes or cancellations can be edited by the original requestor on-line. Contact Angie Sink (sinkam@wfu.edu), Coordinator of Facilities, at 336-758-4578 with any questions.

Security and After Hours Emergency Information

The Worrell Professional Center is accessible 7:00 a.m. – 6:30pm daily. During other hours please use your ID card at the card reader doors located on the first floor portico near the Worrell elevator and at the rear ground entrance from Lot W/ University Services Building covered bridge.

For all **security concerns**, please contact University Police at 336-758-5911. University Police may also unlock study rooms after hours if they become locked accidentally.

During non-regular business hours, contact the Facility Maintenance Power Plant department at 336-758-4255 for assistance with **emergency** building complications. Non-emergency concerns should be reported to Angie Sink (sinkam@wfu.edu), 336-758-4578, or complete the on-line building maintenance report (see Facilities Reporting above).

Vending Reimbursement

Contact John Wise, 336-758-2510, for all vending reimbursements.

Inclement Weather Plan

Day time programs: The Schools of Business will follow the University's decision. If the university is closed due to inclement weather, the Schools of Business will be closed; or, if the university is operating on a two-hour delayed, the Schools of Business will begin classes two-hours late. Day time program courses offered in the evening will be subject to the decision made for evening program classes or a special announcement will be communicated via e-mail for these courses.

Evening and Saturday MBA programs: Decision will be made on a program-by-program basis. It is possible that while day time classes are canceled, evening classes may be held if conditions improve.

Even if classes are being held as scheduled, students are not asked to travel under unsafe conditions or to take unnecessary risks.

Announcements concerning program closings are broadcast by the following media:

Wake Forest Weather Line: 336-758-5935
Benson Center's information desk: 336-758-5255
Radio: WFDD (88.5 FM) and WSJS (600 AM)
Television: WXII 12

Daytime Programs: 758-5037
Winston-Salem Evening: 758-4573
Charlotte Programs: 704-365-1717

Lifelong Learning Program

The Lifelong Learning Program is offered only to alumni of the Schools of Business graduate programs (MBA, MSA, MA). Enrollment is specific to the program from which the alumnus graduated.³ Alumni may enroll on a space available basis and with permission of the instructor. Alumni interested in taking an elective course for credit or audit may contact the following individuals:

Leslye Gervasi (Charlotte) -- gervasil@wfu.edu / (704) 365-1717
Amy Cecil (Winston-Salem) -- cecilar@wfu.edu / (336) 758-3764

Payment will be requested at time of registration.⁴

Audit	\$250 per course (with permission of instructor)
Credit	\$500 per course (with permission of instructor)

³ International trips do not fall under this rule.

⁴ Those who receive permission to enroll in the international trips will be required to pay all fees related to the trip by their specified due date, in addition to, the standard Lifelong Learner fees for registration.

IV. Degree Program

Full-time Curriculum

	Credit Hours
First-Year Required Courses:	
MGT 1301 Accounting	3.0
FIN 1101 Financial Management	3.0
MGT 1701 International Business Management	2.0
MGT 1105 International Competitive Policy I	2.0
MGT 1151 Macroeconomics	2.0
MGT 1250 Management Communication	2.0
MGT 1401 Managerial Economics	2.0
ITM 1651 Information Technology Management	2.0
MKT 1351 Marketing Management	3.0
OPS 1451 Operations Management	3.0
MGT 1501 Organizational Behavior	3.0
MGT 1551 Quantitative Methods	4.0
MGT 1700 Career Management	1.5
First-Year Mini Electives (2)	3.0
Credit Hours	35.5
Second-Year Required Courses:	
MGT 2105 International Competitive Policy II	1.5
MGT 2106 Law and Ethics	1.5
MGT 2201 Wake Forest Business Solutions*	3.0
Credit Hours	6/3*
Second Year Elective Courses:	
Each student must complete 24/27* credit hours of elective course work.	
Elective Credit Hours	24/27*
Total Credit Hours	65.5

*Students with at least 3 years of relevant work experience may not be required to complete a practicum. If not required, 3 additional credit hours of electives will be taken in place of the practicum.

The Joint JD/MBA Degree Program

Participants in the JD/MBA program are expected to comply with the general academic policies of both the JD and full-time MBA programs except as those policies are specifically altered to accommodate the JD/MBA joint program. Curriculum and other academic matters affecting only the law portion or only the management portion of the joint program are managed by the respective schools. Matters that affect the program in total are determined mutually by the two schools. The provisions of the Wake Forest Full-time MBA Program Certification Document apply to the management portion of the JD/MBA program **except** that Section III.c dealing with the second year is interpreted to mean the balance of the management curriculum beyond the first year of the management study.

The program allows a student to combine the three year law school curriculum and the two year graduate business curriculum into a four year combined course of study, thus eliminating one year. This is accomplished by eliminating 15 semester hours of elective courses from each normal course of study and using the equivalent of one semester (15 semester hours) of business school courses to satisfy the total hour requirement for the law degree, and vice versa.

The particulars of the program are as follows.

1. **Admission.** The student must be accepted for admission by each school under the normal procedure and according to the same standards as all other students. Neither school will have any control over the other school's admission determination.

Students normally will indicate their intention to pursue the joint degree program at the time of their application to each school. However, a student in the first year at either school may, upon admission to the other school, enter into the joint degree program. Such students may have to pay additional tuition.

2. **Tuition.** The tuition for each of the four years of study will be that of the school charging the higher tuition. Tuition will go to each school during the student's first year of enrollment in each school. During the third and fourth years three-fourths of tuition will go to the Law School and one-fourth to the Schools of Business. Additional tuition may be due retroactively for enrolled students who enter after their first year.

3. **Course of Study.** A student in the joint degree program will take the first year, full-time curriculum in the school of his/her choice and in the second year, take the first year, full-time curriculum in the other school. In the third and fourth year, the student will take 15 semester hours of business school courses and three semesters of law school courses. During the third and fourth years, a committee, consisting of one faculty member from each school, will be assigned to each student to assist and advise in regard to selection of elective courses. Students in the joint degree program are responsible for a Wake Forest Business Solutions in the Wake Forest Full-time MBA Program if required.

Joint degree students may take summer evening elective courses to fulfill some of their requirements on a space available basis.

It is recommended that students begin their graduate education in the MBA program, as graduate management courses are often beneficial in the study of law. Additionally, students who begin in the MBA program will have the advantage of being assigned to a definite Law School class that will graduate in three years, which is very important as many decisions in the Law School are based on class rank.

4. **Academic Standing and Retention.** The courses accepted by one school from the other, for credit towards its degree, shall be accepted as "pass" credits and are not used to determine grade point average or class rank. Each school shall be free to include or exclude the joint degree students with reference to class rank or awards.

Each student must maintain the academic standing and other requirements of each school. Any student dropped, suspended or expelled from one school is dropped from the joint program and may or may not be allowed to pursue the separate degree of the other school at the discretion of that school.

JD/MBA candidates will receive their degrees simultaneously and must complete all JD/MBA program requirements in order to receive both degrees.

If a student ceases to be a joint degree candidate, for any reason, and is allowed to remain enrolled at only one school, that school will determine what credit will be allowed, if any, for courses taken in the other school.

Registrars in both the Schools of Business and the Law School will coordinate to enforce each school's maximum limit on semester credit hours. Students with overloads must seek approval from the proper authorizing source in both schools, which is the Associate Dean in the Law School and the Certification Committee in the Schools of Business.

JD/ MBA Curriculum

	<u>Management Credits</u>	<u>Law Credits</u>
First-Year Required MBA Courses:		
Accounting	3	
Financial Management	3	
International Business Management	2	
International Competitive Policy I	2	
Macroeconomics	2	
Management Communication	2	
Information Technology Management	2	
Managerial Economics	2	
Marketing Management	3	
Operations Management	3	
Organizational Behavior	3	
Quantitative Methods	4	
Career Management	1.5	
First-Year Mini Electives (2)	3	
Credit Hours	35.5	
 First-Year Required Law School Courses:		
Civil Procedure I and II	6	
Constitutional Law I	3	
Contracts I and II	6	
Criminal Law	3	
Legal Research and Writing I and II	3	
Property	4	
Torts	4	
Credit Hours	29	

JD/ MBA Curriculum

	<u>Management Credits</u>	<u>Law Credits</u>
Third and Fourth Years:		
* MBA – Required		
International Competitive Policy II	1.5	
Law and Ethics	1.5	
Wake Forest Business Solutions**	3.0	
Credit Hours	3**/6	
MBA – Electives	9/12**	
Law School – Required		
Constitutional Law II		3.0
Evidence		4.0
Legislation and Administrative Law		3.0
Professional Responsibility		2.0
Legal Research and Writing III		2.0
Credit Hours		14.0
Law School – Electives		32.0
Total Credit Hours	50.5	75.0

*It is strongly recommended that students take their required MBA core courses in the third year and complete Wake Forest Business Solutions in the fourth year.

**Students with at least 3 years of relevant work experience may not be required to complete a practicum. If not required, 3 additional credit hours of electives will be taken in place of the practicum.

The Joint MD/MBA Degree Program

Participants in the MD/MBA program are expected to comply with the general academic policies of both the MD and full-time MBA programs except as those policies are specifically altered to accommodate the MD/MBA joint program. Curriculum and other academic matters affecting only the medicine or only the management portion of the joint program are managed by the respective schools. Matters that affect the program in total are determined mutually by the two schools. The provisions of the Wake Forest Full-time MBA Program Certification Document apply to the management portion of the MD/MBA program **except** that Section III.c dealing with the second year is interpreted to mean the balance of the management portion beyond the first year or third year of the management study. The program is designed to be completed in five years.

The particulars of the program are as follows:

1. **Admission.** Applicants for the MD/MBA program must be accepted by each school individually in accordance with the procedures and standards used by the separate schools. Neither school will have any control over the other school's admission determination. Students must indicate their intention to pursue the joint degree program either their first or third year of the five year program.
2. **Tuition.** The tuition for each of the five years of study will be that of the school charging the higher tuition. The tuition will go to the MBA. School when the student is completely at the Schools of Business which can be year 1 or year 3. Tuition for each year they are at the Medical School completely, full tuition will go to the School of Medicine. In the fifth year the Schools of Business and the School of Medicine will receive 50% each. The Schools of Business will bill and receive the Fall Semester tuition and the School of Medicine will bill and receive the Spring Semester tuition for year 5.
3. **Course of Study.** A student in the joint degree program will take the first year full-time curriculum in the full-time MBA Program in year 1 or year 3. In the remaining years, the student will take courses in both schools. Students in the joint degree program are responsible for the Wake Forest Business Solutions course, arranged through the School of Medicine.
Joint degree students may take elective courses offered in the summer in any of the MBA working professional programs to fulfill some of their requirements on a space available basis.
4. **Academic Standing and Retention.** The courses accepted by one school from the other, for credit towards its degree, shall be accepted as "pass" credits and are not used to determine grade point average or class rank. Each school shall be free to include or exclude the joint degree students with reference to class rank or awards.
Each student must maintain the academic standing and other requirements of each school. Any student dropped, suspended or expelled from one school is dropped from the joint program and may or may not be allowed to pursue the separate degree of the other school at the discretion of that school.

MD/MBA candidates will receive their degrees simultaneously and must complete all MD/MBA program requirements in order to receive both degrees.

If a student ceases to be a joint degree candidate, for any reason, and is allowed to remain enrolled at only one school, that school will determine what credit will be allowed, if any, for courses taken in the other school.

Registrars in both the Schools of Business and the Wake Forest University School of Medicine will coordinate to enforce each school's maximum limit on semester credit hours. Students with overloads must seek approval from the proper authorizing source in both schools.

MD/MBA Curriculum

	<u>Management Credits</u>	<u>Medical Credits</u>
<u>Year 1</u>		
Required First-year MBA Courses:		
Accounting	3.0	
Financial Management	3.0	
International Business Management	2.0	
International Competitive Policy I	2.0	
Macroeconomics	2.0	
Management Communication	2.0	
Managerial Economics	2.0	
Information Technology Management	2.0	
Marketing Management	3.0	
Operations Management	3.0	
Organizational Behavior	3.0	
Quantitative Methods	4.0	
Career Management	1.5	
First-year MBA Mini Electives (2)	3.0	
Total Management Credit Hours – Year 1	35.5	
Summer:		
Medical Wake Forest Business Solution	3.0	
Management Elective	3.0	
Total Management Credit Hours – Summer	6.0	
<u>Year 2</u>		
First Year of Medical School		42.0
<u>Year 3</u>		
Second Year of Medical School		48.0
<u>Year 4</u>		
Third Year of Medical School		48.0
<u>Year 5</u>		
International Competitive Policy II	1.5	
Law and Ethics	1.5	
Management Electives	9.0	
Total Management Credit Hours – Year 5	12.0	
Fourth Year of Medical School		40.0
Program Totals	53.5	178.0

The Joint MSA/MBA Degree Program

Participants in the Master of Science in Accountancy and Master of Business Administration (MSA/MBA) program are expected to comply with the general academic policies of both the MSA and full-time MBA programs except as those policies are specifically altered to accommodate the MSA/MBA joint program. Curriculum and other academic matters affecting only the MSA portion or only the management portion of the joint program are managed by the respective programs. Matters that affect the program in total are determined mutually by the two programs.

The program is open only to MSA students who have attended Wake Forest for all five years. It allows a student to combine the five year MSA program curriculum and one year MBA curriculum into a six year combined course of study, thus eliminating one year. This is accomplished by using the third and fourth year of undergraduate and fifth year of graduate-level business and accounting courses as equivalent to the first year (34 semester hours) of the MBA program courses to satisfy the total hour requirement for the MBA degree.

The particulars of the program are as follows.

1. **Admission.** The student must be accepted for admission by the MBA Program under the normal procedure and according to the same standards as all other students. The MSA Program will have no control over the MBA admission determination.

Students normally will indicate their intention to pursue the joint degree program during year four or five of the MSA program. The program is limited to ten students per year. All students are required to take the GMAT, complete an MBA application including recommendations, and be interviewed by Full-time Admissions and Career Management Center staff as part of the admission requirements.

While it is preferred that MSA/MBA candidates join the MBA Program in the fall semester following their graduation from the MSA Program, MSA graduates from the previous five years will be considered for admission to the program. In addition to the normal admission procedures, these recent graduates' academic records and qualifications will be reviewed by the Full-time Program Director and Certification Committee.

2. **Tuition.** The tuition for the first five years is that of the MSA Program. The tuition for the one year of MBA study is the tuition and fees required of second year MBA students at the time of attendance. Students will not be eligible for MBA scholarships.
3. **Course of Study.** Students in this program will complete their five year MSA program, receive their degree and then matriculate into the second year of the Full-time MBA Program. They will be required to take the entire second year MBA curriculum, including required courses. At the successful completion of the second year curriculum, the students will receive the MBA degree.

4. **Academic Standing and Retention.** A student must adhere to the requirements of each program individually. One transcript will be produced for both degrees, however, academic assessment within the MBA program will be based solely on MBA coursework completed. MSA courses counted towards the MBA degree will not be counted in the assessment of student performance within the MBA portion of the program. Evaluation of student academic performance for awards and honors will be done separately for each program and will be based on the individual's coursework within the respective program.

Students must maintain the academic standing and other requirements of each program. Any student dropped, suspended or expelled from one program is dropped from the joint program.

MSA/MBA Curriculum

	<u>Management Credits</u>	<u>MSA Credits</u>
<u>Year 1-5</u>		
Undergraduate Semester Credit Hours		144.0
Graduate Semester Credit Hours		30.0
MSA Semester Credit Hours		174.0
<u>Year 6:</u>		
MBA – Required		
International Competitive Policy II	1.5	
Law and Ethics	1.5	
Wake Forest Business Solutions	3.0	
Required Credit Hours	6.0	
MBA – Electives	24.0	
MBA Credit Hours	30.0	
Total Program Credit Hours	30.0	174.0

Full-time MBA Program Course Descriptions

First Year Required Courses

Accounting (MGT 1301)

Accounting is the language of business, with its own vocabulary and rules. This course focuses on the need for users of accounting information to understand accounting systems. Accounting is studied both as a method of communication and as a decision-making tool. Topics include the structure of conventional accounting, measurement of cost and value, processing accounting data, financial analysis, control, and using accounting information in planning.
(3 credits)

Career Management (MGT 1700)

Effective career management entails developing strategic and tactical skills to gain a competitive advantage in the global work place and thus insure professional success as a business executive. These strategic and tactical career management skills include identifying your purpose and career preferences, making informed career decisions, completing and executing a career development and action planning process, developing networking relationships, creating customized self-marketing tools, and mastering interviewing requirements. The capstone will be to understand how to develop a successful personal brand as well as identify and practice successful work performance competencies.
(1.5 credits)

Financial Management (FIN 1101)

This survey course applies theoretical concepts and analytical techniques to a wide variety of financial problems, including financial statement analysis, management of current assets, short term and intermediate term financing, capital budgeting and the cost of capital, capital structure planning, and long-term financing. The use of financial journals and services helps students to understand stock and bond markets, including warrants, options, and issue prices and returns.
(3 credits)

Information Technology Management (ITM 1651)

Information is a critical organizational resource. This course focuses on management's role in planning, designing, implementing, and controlling information systems (IS). Topics include recent technological advances in hardware and software, systems design and applications development, end-user computing, telecommunications, management of systems projects, the role and organization of the IS function in the firm, strategic planning of information systems, and the use of information for competitive advantage.
(2 credits)

International Business Management (MGT 1701)

This course introduces students to the special problems and complexities of operating in the global marketplace. The course stresses fundamental concepts and issues pertinent to all business managers. The course deals with issues in the fields of international accounting, economics, finance, law, marketing, organizational behavior, politics, production and strategy. The course emphasizes the integration of these fields within an international business context.
(2 credits)

International Competitive Policy I (MGT 1105)

The objectives of this course are to expose students to (1) the viewpoints of top managers in complex organizations; (2) major concepts and frameworks in strategic decision-making, management of strategy, and dynamics of competitive rivalry; and (3) a larger view of overall organizational functioning.

(2 credits)

Macroeconomics (MGT 1151)

Building on the foundation established in Managerial Economics, this spring semester module focuses on the role of the United States in the world economy with special emphasis on world trade, the international flow of funds, monetary and fiscal policy, and the business cycle.

(2 credits)

Management Communication (MGT 1250)

Professional managers must develop effective communication skills to enhance their ability to inform and motivate many interest groups: employees, supervisors, stockholders, clients, and other professionals. Assuming a managerial role, students prepare oral and written presentations for study groups and faculty. Students also learn through feedback from individual reports, cases, letters, requests and memos. In addition, first year study teams will participate in the Integration Exercise in which students fill the role of executives in a dynamic environment. Using the tools learned in other core courses, they gain experience in a competitive arena requiring integration of marketing, finance, and production concepts. Each study team reports to a board of directors (faculty members). Individual evaluation includes team performance and individual contribution.

(2 credits)

Managerial Economics (MGT 1401)

This course introduces the analytical skills and managerial insights of microeconomics. Recurrent themes are efficient resource allocation and value-maximizing marginal decisions under asymmetric information. Topics include demand and supply estimation, the market for dollars as foreign exchange, alternative concepts of production efficiency, competitive industry adjustment, pricing techniques, rivalrous oligopoly, labor market dynamics, and managerial incentive contracts.

(2 credits)

Marketing Management (MKT 1351)

Students examine marketing phenomena in an attempt to develop a conceptual grasp of the major principles and techniques of marketing management. Using behavioral, financial, and quantitative analyses the class explores such topics as buyer behavior, demand estimation, market segmentation, and brand strategy, including pricing, distribution channels, advertising, and sales force management. Both domestic and international cases are used to highlight the cultural dimensions of marketing.

(3 credits)

Operations Management (OPS 1451)

Operations Management explores the relationship between the production system of the organization and the marketing, financial, and human resources systems during the creation of goods and services. The orientation of the course changes from tactical day-to-day operating decisions to longer range strategic decisions as the following topics are covered: process analysis, work force management, aggregate planning and scheduling, capacity and facilities planning, management of changes in process technology, and the relationship between manufacturing and corporate strategy.

(3 credits)

Organizational Behavior (MGT 1501)

Organizational Behavior focuses on understanding human behavior within organizations. One aspect of behavior is developing one's own self-awareness in order to inform the development of effective ethical, leadership and interpersonal skills. Students will engage in assessments and exercises designed to increase understanding of one's personality characteristics, unconscious biases, working preferences, leadership style and emotional intelligence. Another aspect of behavior stresses the strategic importance of human resources in gaining competitive advantage and maximizing organizational effectiveness. Students will be challenged to develop a strategic orientation to attracting, motivating, developing and retaining human talent in their organizations. (3 credits)

Quantitative Methods (MGT 1551)

A variety of quantitative techniques including decision analysis, probability theory, sampling, statistical inference, time-series analysis, regression, and mathematical programming, are explored as aids to managerial decisions in the face of varying degrees of uncertainty. Students develop and refine the quantitative skills necessary to effectively address problems they will encounter throughout the curriculum and later in their careers. (4 credits)

First Year Elective Courses

Two Mini Elective Courses

A set of elective courses will be offered at the end of the first year. Each first year student will select two courses from a total of six that will be offered (e.g., one from a set of courses A, B, and C, and one from a set of courses D, E, and F—each course representing a concentration area). (2 courses at 1.5 credits each)

Electives may include the following:

Creativity and Feasibility (ENT 5444)

This course focuses on the techniques used to create and evaluate new concepts and new business opportunities in technology as it is broadly defined. Students study the process of Feasibility Analysis of business ventures from the time of the generation of the concept through critical concept analysis, opportunity screening and pre-feasibility analysis, to the development of the written feasibility study. (1.5 credits)

Database Management (ITM 5700)

Database systems are a fundamental part of information infrastructure for a modern organization. Data, information and knowledge are key corporate assets that require careful management. This course examines the organizational role that database systems play and provides a practical introduction to the design, implementation and use of Database Management Systems (DBMS). One requirement of the course is the development of a prototype system using a DBMS such as Microsoft's Access. (1.5 credits)

Essential Concepts (FIN 5181)

The objective of this course is to lay a formal foundation of advanced financial concepts and theories that go beyond the scope of the introductory core course in finance. Topics covered include advanced bond pricing: term structure of interest rates, interest rate risk, duration,

convexity; advanced discounted cash flow valuation, adjusted present value; option valuation and strategies; financial futures: valuation and hedging strategies. The course is designed to better prepare students for summer internships.

(1.5 credits)

Financial Statement Analysis (MGT 5990)

This course helps students develop the skills needed to interpret and analyze financial accounting information. Financial statements should be viewed as an imperfect model for measuring corporate performance and achieving goals and strategies. Therefore, the effective analysis of a set of financial statements requires study of (1) the characteristics of the industry in which the firm competes, (2) the specific strategies by which the firm competes, and (3) the accounting procedures underlying the financial statements and how these can be adjusted to better reflect economic reality. The course is designed primarily for individuals who will be intensive users of financial accounting reports.

(1.5 credits)

Introduction to Six Sigma (OPS 5495)

The purpose of this course is three-fold. First, this course will provide students with a solid foundation in Six Sigma, currently one of the more timely topics in business. Along these lines, the course will build on key concepts presented in the core Quantitative Methods, Operations Management, and Organizational Behavior courses and cover relevant topics in the Six Sigma body of knowledge. A second goal of the course is to provide students with a rich educational experience that will better position them to distinguish themselves during their summer internships. The final goal of the course is to help prepare those students interest in becoming certified black belts.

(1.5 credits)

Practical Issues in Marketing (MKT 5130)

The purpose of this course is to provide first-year full-time MBA students with a set of marketing concepts, frameworks, and tools that will enhance their performance during their summer internships. Each of the four instructors will address a series of highly focused and skill-based topics that were not covered in detail during the introductory marketing management course.

(1.5 credits)

Second Year Required Courses

International Competitive Policy II (MGT 2105)

Building upon ICP I, this course explores issues related to the implementation of global strategies in different cultural contexts. The course explores the nature of global strategies and provides conceptual tools to deal with organizational challenges facing multinational corporations.
(1.5 credits)

Law and Ethics (MGT 2106)

Leadership is a complex dynamic. Managers who hope to lead must identify, articulate, and understand the ethical and legal dimensions of important decisions. This course combines business ethics and the legal environment of business. Students examine the current literature and have substantial opportunity to sharpen their skills through the calisthenics of case analysis and other class exercises. Joint sessions of the course will be held with other first-year courses.
(1.5 credits)

Wake Forest Business Solutions (MGT 2201)

Required of all students with less than three years of relevant work experience. This course allows MBA students an opportunity to deal directly with organizations and their managers. During the practicum, student teams act as project consultants to a local, regional, or national business or nonprofit organization. They apply the skills acquired in the first year of the full-time program to an actual business problem. Typical projects include planning a fund-raising and marketing campaign, developing a restructuring study, examining operating or computer systems for consolidation, and implementing an activity-based costing system. Students complete a comprehensive written report, make a formal oral presentation to the client, and present an oral defense before faculty members who also act as project advisers.
(3 credits)

Second Year Elective Courses

All of the courses listed are not offered each year – check the current schedule.

Advanced Financial Management (FIN 5110)

This course focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, and capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered.
(3 credits)

Advanced HRM Concepts (MGT 5944)

The purpose of this course is to examine the important human resources management (HRM) skills that are frequently used by managers. Upon completion of the course, students should be literate in HRM concepts, knowledgeable of the line managers' responsibilities and skilled in HRM applications, including how HR practices vary across the globe.
(1.5 credits)

Advanced Six Sigma (OPS 5498)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continue to decrease, the marketplace becomes increasingly global, and the pace of technological change accelerates. As a result, many organizations are redesigning and/or continuously improving their business processes in pursuit of attaining a sustainable competitive advantage. The focus of this course is on the detailed analysis of processes utilizing the popular Six Sigma methodology.
(1.5 credits)

Advertising Management (MKT 5120 or MKT 5121)

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students' understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.
(1.5 credits or 3 credits)

Application Development (ITM 5712)

The overall objective of this course is to enhance the student's ability to understand, apply and communicate application programming and development concepts. More specifically, the course focuses on developing students' familiarity with the logic and process of programming languages and other business application development tools. Typical topics include: the constructs of structured programming, modular development, and the development of decision support systems. Hands-on development exercises and projects are included, using tools such as Visual Basic and Excel.
(1.5 credits)

Applied Security Analysis and Portfolio Management (FIN 5761)

This course develops and hones skills for security analysis and portfolio construction. Students analyze securities for possible inclusion in the student-managed First Union Securities Fund. The course is designed for students seeking a career in the investment industry, particularly security analysis, security sales, and portfolio management. The course also benefits the corporate finance specialist who deals with investor relations. Students are selected each year by application. FIN 5760 Investments and Portfolio Management is a pre/co-requisite.
(3 credits)

Asia Management Program – India (MGT 3704)

The India program is an experiential course designed to familiarize participants with the challenges and opportunities of doing business in, and with, one of the world's largest emerging economies. The program includes visits to, and discussions with, various Indian and multinational companies and managers in locations throughout India. The program also includes visits to major historical and cultural sites as part of the educational experience.
(3 credits)

Bankruptcy (FIN 5118)

The course examines the basic legal framework for unsecured asset-backed lending and securitization; the rights of creditors under state law against a firm in financial distress; and the preemptive relief and opportunities for corporate reorganization and other restructuring under federal bankruptcy law. The fundamental aspects of Chapter 7 liquidation are explained because

they underlie reorganization law. However, the main subjects of the course are the principal contours and mechanisms of the Chapter 11 process.
(1.5 credits or 3 credits)

Brand Management (MKT 5480 or MKT 5481)

Because product management provides general management experience in an entry-level position, it is a popular career choice among MBA graduates. The recent growth of private-label brands and the increasing use of price promotion as a competitive strategy make it essential that managers understand how to build and maintain brand equity. The course acquaints students with the dynamic aspects of product management and offers them an opportunity to confront actual problems and challenges faced by product managers.
(1.5 credits or 3 credits)

Business Plan Practicum (ENT 5448)

Starting a new venture is risky and often ends in failure. An effective tool for entrepreneurs who want to reduce risks and better ensure success is a convincing business plan. A business plan serves two purposes. It acts as a roadmap for managers and helps to secure financing. This course focuses on the critical components of a business plan. The major course assignment is to prepare a business plan for a business opportunity chosen by the student.
(3 credits)

Business Process Management (OPS 5875)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continue to decrease, the marketplace becomes increasingly global, and the pace of technological change accelerates. As a result, many organizations are redesigning their business processes and developing new business models in pursuit of attaining a sustainable competitive advantage. There are three philosophical principles upon which this course is based. First, although they may not be organized as such, businesses are fundamentally comprised of processes. Second, information technology is now an integral part of a business and its operations. Third, the management of business processes often requires sophisticated analytical techniques. The course is organized into three modules. The first module addresses issues related to the design of business processes. A guiding principle is the need to understand the relationship between an organization's overall strategy and its process goals. Of course, simply designing and implementing superior business processes does not automatically translate into a long-term sustainable competitive advantage. Given the highly competitive environment, once designed, business processes must also be continuously improved. Therefore, Module 2 addresses business process improvement from the popular six sigma perspective. Finally, Module 3 focuses on analyzing and evaluating processes with the aid of computer simulation. It is demonstrated in class that computer simulation is a powerful tool for both business process design and business process improvement.
(3 credits)

Business Process Modeling (OPS 5500)

A business process describes how something is done in an organization, and these processes can occur in any function or across functions. This course will provide students with an in-depth understanding of various analytical tools that are used to model and analyze business processes. Discrete event simulation methods will be the focus of this course, but other methods discussed may include flowcharting, queuing models and deterministic models for cycle time analysis and capacity decisions. Additional topics covered in this course include process flow measurement, flow-time and flow-rate analysis, lean operations, and theory of constraints.
(1.5 credits)

Business-to-Business Marketing (MKT 5241)

This course encompasses management activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, and institutional customers in traditional and Internet markets. There are four guiding principles of business-to-business marketing: make value the cornerstone, focus on business processes, emphasize doing business across borders, and accentuate working relationships and business networks. As 80% of current Internet transactions are business-to-business (B2B), the course will pay particular attention to emerging models, strategies, and examples from the "New Economy." Students will learn techniques of value assessment and methods for devising innovative value propositions. Classes are set in a seminar format, featuring the discussion of articles, analyses of management cases, a negotiations exercise, and a business market simulation game.

(3 credits)

Buyer Behavior (MKT 5800)

Marketing begins and ends with the customer – from determining customer needs and wants to providing customer satisfaction. Thus, a clear understanding of buyer behavior is critical to successful marketing. Buyer Behavior is designed (1) to help students recognize the importance, to a firm's success, of understanding its customers; (2) to introduce students to theories and empirical findings underlying current knowledge in buyer behavior; and (3) to improve students' abilities to identify potential applications of buyer behavior concepts to marketing problem-solving and strategy developments. Discussions, mini-cases, in-class exercises, and a project are among the instructional methods used in the course.

(1.5 credits)

Capital Markets and Institutions (FIN 5620)

This course is about financial or capital markets—how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 credits)

Case Writing Practicum (MGT 5156)

The focus of this course is to help students bridge the theory-to-practice gap of a management/industry/functional area/other issue through writing a teaching case with teaching notes. This is an individualized course with directed readings under the supervision of a faculty member. The selection of case issue(s) and organizational site are by mutual agreement of student and supervising faculty member. Normal course credit for this elective is 1.5 hours. Each practicum must receive prior consensus of the participating faculty member.

(1.5 credits)

Clinical Immersion in Healthcare (MGT 5784)

This course is divided into two modules. The first module, "Clinical Immersion," will provide the student a wide breadth of clinical experiences including inpatient and outpatient environments. The second module, "Continuity of Care," will allow the student to identify a single patient as they enter the healthcare system and follow that patient through the system. This will allow the student to experience the healthcare system from the patient's perspective as the patient travels through the inpatient and outpatient settings.

(3 credits)

Commercializing Innovation (ENT 5450)

This course teaches techniques to evaluate ideas for commercial viability, how to select the best innovation to pursue from several candidates, and how to begin to bring an innovation to reality. The course is lecture and project based using actual innovations needing evaluation from a variety of sources including OTAM, TSI, WFU Institute for Regenerative Medicine, WFU Health Sciences, The Nanotech Center, BDI, and North Carolina startup companies.
(3 credits)

Competing in and Dealing with Competitors from Emerging Markets (MGT 5450)

With growth tapering in developed countries and increasing in emerging markets, it is imperative that the manager of today have an understanding of the challenges of competing in and dealing with competitors from emerging markets, particularly the BRIC countries. The course is designed to provide a comprehensive overview of these issues.
(3 credits)

Contemporary Issues in Business and Foundations of Capitalism (MGT 5420)

Explores current business issues such as corporate social responsibility, government regulation of business, health care policy, stakeholders versus stockholders, and the sources of economic development. To do so we examine the foundations of capitalism, its intellectual underpinnings, and the principal arguments that challenge and support capitalism and free markets. This will be accomplished by reading a combination of novels and works of political economists who have shaped generations of thinking.
(3 credits)

Contemporary Topics in Accounting (MGT 5180)

This course is designed to make students aware of recent developments in the field of accounting that affect management behavior and decisions. It is intended to re-sharpen students' awareness that many reporting options exist and that management is responsible for selecting alternatives that are consistent with an organization's strategy. The goal is not to prepare students to be CPAs, but rather to be more effective managers or analysts.
(1.5 credits)

Cost Analysis (MGT 5190)

It is complicated to evaluate the performance of managers, products, and segments of an organization that has automated its manufacturing facilities or management methods. This course focuses on product costing systems and the ability, or inability, of these systems to assign costs. Cost allocations and activity-based costing are covered in detail. Other topics include Flexible Manufacturing Systems (FMS), Just-In-Time Inventory systems (JIT), performance measurement, strategic cost analysis, and accounting for the costs of quality.
(1.5 credits)

Curricular Practical Training (MGT 5999)

The focus of this course is to help students bridge the theory-to-practice gap of a management/industry/functional area through the writing of a report relating their summer internship experience to management theory. This is an individualized course under the supervision of a faculty member. The selection of the report topic and expectations will be met by mutual agreement of the student and supervising faculty member prior to enrollment in the course. Enrollment in the course may be limited and determined based on application.
(1.5 credits)

Database Management (ITM 5700)

Database systems are a fundamental part of information infrastructure for a modern organization. Data, information and knowledge are key corporate assets that require careful management. This course examines the organizational role that database systems play and provides a practical introduction to the design, implementation and use of Database Management Systems (DBMS). One requirement of the course is the development of a prototype system using a DBMS such as Microsoft's Access.

(1.5 credits)

Database Marketing I (MKT 5580)

Database Marketing I focuses on the role of information systems—and especially relational database management systems—in database marketing performance. Working within a database/direct marketing framework, students are expected to cope with issues of logical and physical database design, managing a customer database, and deciding whether to outsource database processing.

(1.5 credits)

Database Marketing II (MKT 5581)

Database Marketing II focuses on the design and implementation of marketing programs intended to create exchanges without benefit of salesperson/customer face-to-face interaction. Students examine key decisions and activities throughout the process of designing and implementing a database marketing program. Special emphasis is placed on performance forecasting and segmentation. Database Marketing I is a prerequisite for this course.

(1.5 credits)

East Asia Management Program (MGT 3700)

This program runs from late-May to early June each year and includes group visits to various companies in PR China or Japan. The Japan trip also incorporates home stays with individual Japanese families.

(3 credits)

Emerging Information Technologies (ITM 5711)

The objective of this course is to enhance the student's ability to communicate with IT technical personnel in the work environment. Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess information technologies such as emerging computer platforms, telecommunications, networking, and wireless communications. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.

(1.5 credits)

Energy Industry and Renewable Energy Sources (MGT 3705)

This course includes an intense trip to a foreign location during Spring break. The course is designed so that you will be able to (1) compare and contrast U.S. and other country government policies and procedures related to environmental degradation and challenges with fossil fuels, climate change and costs of energy; and (2) to obtain first-hand knowledge of the strategies and business models related to renewable energy technologies and environmental businesses that are in other countries.

(3 credits)

Entrepreneurship (ENT 5446)

Entrepreneurship is an eclectic field, drawing from such areas as strategy, economics, psychology, and business functional domains (marketing, finance, and operations). Entrepreneurs are concerned with the relentless pursuit of opportunities and the goal of this course is to teach students to identify and act on new opportunities. The context is important and this course will focus on: new venture creation, social entrepreneurship, corporate entrepreneurship, and small business. By the conclusion of this course, students should understand their potential role as an entrepreneur and have the skills to systematically analyze opportunities for exploitation.
(3 credits)

Environmental Sustainability Strategy (MGT 5680)

This course examines firm-level strategy through the lens of sustainability. The core question addressed is: "how do firms adopt environmental sustainability principles and practices within their core strategies?" This is a strategy elective. The course examines a company's business strategies and corporate strategy with a sustainability lens.
(1.5 credits)

European Business Studies Program (MGT 3701)

This two-week course runs from late-May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; or Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.
(3 credits)

Family Business Dynamics (ENT 5447)

If you are not directly involved in your own family's business, most likely you will be as a professional manager, accountant, lawyer, psychologist or employee. This course explores the business, personal and interpersonal issues associated with a family-owned and managed company. We examine such issues as (1) your role in a family business, (2) strategic family and business planning, (3) succession planning, (4) family business conflict resolution and (5) estate planning.
(1.5 credits)

Fast Growth Management (ENT 5449)

The most challenging, exciting, and rewarding experiences for the entrepreneur is the growth of her/his new venture. However, achieving operational success poses daunting challenges to your management and analytical skills. This course first helps students to learn to anticipate the challenges that entrepreneurial companies face during periods of fast growth. The course also provides students with concepts, techniques, and skills needed to respond to the challenges of managing fast growth. It is intended for students interested in start-up companies, as well as new business ventures within existing organizations.
(1.5 credits)

Financial Modeling (OPS 5549)

This course has a two-pronged approach. First, it is desired for the student to become acquainted with the tools of Crystal Ball- an Excel add-in that permits users to simulate the stochastic (random) behavior of spreadsheet cell entries. The stochastic behavior of these cell entries impacts other values that we wish to study (and sometimes optimize), such as return-on-investment, profit, bond prices, etc. Second, it is desired for us to apply these tools in the area of finance, so that we can study real-life uncertainties, such as interest rates, stock prices, etc., and make the most optimal decisions in the face of such uncertainty.
(1.5 credits)

Financial Risk Management of Financial Institutions (FIN 5331)

This is a seminar course focusing on the risk management of financial institutions. The structure of the course is designed around the contemporary literature in financial institutions risk management. The course addresses topics such as industry structure and governance of financial intermediaries, market discipline and information disclosures of financial institutions, assessment of bank performance, and the management of interest-rate risk, credit risk, and the risks associated with non-traditional bank activities.

(1.5 credits)

Financial Statement Analysis (MGT 5990)

This course helps students develop the skills needed to interpret and analyze financial accounting information. Financial statements should be viewed as an imperfect model for measuring corporate performance and achieving goals and strategies. Therefore, the effective analysis of a set of financial statements requires study of (1) the characteristics of the industry in which the firm competes, (2) the specific strategies by which the firm competes, and (3) the accounting procedures underlying the financial statements and how these can be adjusted to better reflect economic reality. The course is designed primarily for individuals who will be intensive users of financial accounting reports.

(1.5 credits)

Financing the Entrepreneurial Venture (ENT 5440)

New venture formation and small business have been major forces in the growth and vitality of the global economy, and the flow of innovation and new jobs. This course is about financing high potential ventures. Specific topics include (1) techniques for evaluating new venture opportunities, (2) strategies of starting versus buying an existing firm, (3) valuation of closely held companies, (4) venture capital and other financing sources, (5) aspects of organizational form, taxes, and securities regulations, (6) techniques of structuring and negotiating a deal, and (7) ethical issues. Students study a variety of businesses through readings, case studies and guest lectures.

(1.5 credits)

Forecasting (MGT 5220)

This course provides practical training and experience in forecasting using both structural and time-series approaches. Under the structural approach, the focus of the course is on alternative functional forms, violations of basic assumptions under ordinary least squares, and decomposing forecast errors. Time series approaches include vector auto-regression (VAR). Students use actual economic and financial data to conduct experimental forecasts using alternative forecasting techniques. Thus, students gain an awareness of the forecast accuracy of the various models as forecasts are compared for each series.

(1.5 credits)

Healthcare Finance (FIN 5788)

This course provides an overview of the three major components of the US Health Care Delivery System: Patients, Providers, and Payers, and the interactions among them with respect to patients being served by providers effectively and efficiently, and providers being paid fairly for the services they provide. Health care service delivery and payment within the context of the free market system prevalent in the US will be examined, along with the unique characteristics of health and health care compared with other goods and services.

(1.5 credits)

Healthcare Operations Management (MGT 5786)

This course provides concepts used to manage continuous financial performance and quality improvements within the Health Care industry. It provides a thorough understanding of the main concepts of operations management with a focus on key performance improvement integrative frameworks that provide the foundation for successful applications of these approaches. It will teach you to evaluate methods of performance management with particular emphasis on the Improvement and maintenance of the quality of care.
(3 credits)

Independent Study (MGT 5900-5909)

Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.
(Credits to be determined each offering)

Information Resource Management (ITM 5715 or ITM 5716)

This course leverages the introductory material that was presented in the first-year core course into a deeper exploration of how a firm can 1) create the most appropriate portfolio of IT projects and 2) manage their IT resources to deliver that portfolio most efficiently and effectively. Using a combination of lectures and cases, the course will employ well-established theories and models to illustrate various approaches to aligning a firm's IT portfolio with its strategy.
(1.5 credits or 3 credits)

International Finance (FIN 5260)

The course provides students with an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.
(3 credits)

International Marketing (MKT 5600 or MKT 5601)

The course examines the issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class studies global marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.
(1.5 credits or 3 credits)

Internet Marketing (MKT 5583)

The purpose of this course is to provide students with conceptual tools to compete effectively in the new digital economy. The focus will be on the marketing issues that managers must address as they consider how to develop successful commercial strategies on the Internet and other emerging electronic media. Drawing on existing scholarly research as well as current industry practices, the course will examine, analyze, and evaluate marketing challenges that need to be tackled to compete in this revolutionary environment. The intent of this course is to look at the Internet from a strategic, not a technical perspective.
(1.5 credits)

Introduction to the Health Care Industry (MGT 5782)

This course examines the organization, financing and delivery of health services in the United States and relates these three input variables to the three output variables of the health care system: cost, quality and access.

(1.5 credits)

Investments and Portfolio Management (FIN 5760)

This course introduces students to the basic types of investment securities, the concept of investment risk and investment management. Students examine security valuation, risk measurement, portfolio diversification and portfolio performance measurement. Also covered are the basics of options and futures pricing. Students also learn how derivative securities can be used to change the payoff structure of portfolios of financial assets.

(3 credits)

Latin American Management Program (MGT 3702)

This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America.

(3 credits)

Law and Economics (MGT 5971)

This course involves an economic analysis of legal reasoning as applied to common law doctrines in contracts, property, and torts. The emphasis is on managerial and legal insights for corporate attorneys and business managers. The course addresses both the efficiency rationale for landmark opinions as well as the economic evolution of legal rules (e.g., from explicit and implicit privity of contract, to the introduction of a new tort of products liability, to product negligence rules, qualified strict product liability, strict liability, absolute produce liability, elective no-fault and other proposals for reform). Managers who understand the efficiency rationales behind alternative commercial contracting mechanisms, measures of damages, property rights and governmental takings, and standards for product hazard warnings can better assess the recommendations from their corporate counsel.

(1.5 credits)

Law and Valuation (MGT 5972)

This course considers the intersection of law and modern valuation techniques. We look at the basics of financial valuation theory and methods, and their use (and misuse) in various legal contexts. The course begins with a primer on the legal process and valuation methods. We then turn to the use of various valuation techniques in legal contexts such as safety regulation, toxic torts, bankruptcy, equitable distribution, medical malpractice litigation, government takings and corporate buyouts. Students work in teams to prepare weekly "case critiques" and individually write a short paper on a legal valuation topic of their choice. (The course is cross-listed in the School of Law and the Graduate Schools of Business.)

(1.5 credits)

Leading Change (MGT 5115)

The focus of this course is applying the knowledge, understanding and insights gained in Behavior and Leadership in Organizations. It emphasizes the topics of team building, conflict management, and approaches to self-management and organizational development. The pedagogical method for dealing with these topics is highly experiential as it is generally recognized among learning theorists that skill-building is most effectively accomplished when one takes an active part in the learning.

(1.5 credits)

Legal Environment of Business (MGT 5970)

The overlap between law and business is extensive and continues to grow. Working managers increasingly find their actions and decisions significantly affected by federal and state statutes, administrative agency rules and regulations, and attendant case law. The general manager must have an adequate understanding of the impact of the law upon the firm and the reasons those public policies have been adopted. This course provides basic knowledge and skills necessary to identify and address intelligently the salient legal dimensions of business decisions. This course is not open to JD/MBA Program students.

(1.5 credits)

Management Control (MGT 2121)

Planning and control systems influence and direct managerial behavior consistent with corporate goals and objectives. This course introduces students to issues relating to the development, application, implementation, and evaluation of those systems. It focuses on the formal mechanisms available to **implement corporate strategies**. Successful management systems, based on collective decisions, create value for organizations. Through the exploration of major factors that influence management system effectiveness, students develop a key aspect of their management styles: a philosophy about planning and control systems.

(1.5 credits)

Management of Financial Service Institutions (FIN 5330)

This course applies the principles of corporate finance to the analysis and management of depository financial institutions. The operation and management of commercial banks are the primary areas of emphasis. The course concentrates on (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions.

(3 credits)

Management of Process Technology (OPS 5741)

Management of Process Technology I (OPS 5742)

Management of Process Technology II (OPS 5743)

These courses examine the critical role of process technology in the global competitiveness of the firm. They investigate both how process technology can be used to gain competitive advantage and the tools/techniques for managing process technologies. Both new manufacturing and service technologies and their potential applications are considered, and in a variety of settings. Specific topics may include process design analysis, flexible technologies, cellular manufacturing, robotics, service operations technologies, new technology startup, operations infrastructure development for new process technology, accounting and finance issues related to evaluating new process technologies, and a country-to-country comparison of process technology use and its development.

(1.5 credits or 3 credits)

Management of Service Operations I (OPS 5340)

Management of Service Operations II (OPS 5341)

Management of Service Operations (OPS 5342)

This course focuses on the unique challenges of managing service operations and how manufacturing-based approaches and techniques can be adapted to service operations. Issues include (1) capacity management in organizations that do not maintain inventory, (2) maintenance of quality in services that are simultaneously produced and consumed, (3) demand forecasting and employee scheduling, (4) demand management, (5) service operations location and (6) service operations facility layout. Students examine the management of organizations in banking, health care, hospitality and consulting.

(1.5 credits or 3 credits)

Managing e-Operations and the Supply Chain (OPS 5825)
Managing e-Operations and the Supply Chain I (OPS 5826)
Managing e-Operations and the Supply Chain II (OPS 5827)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: (1) identification of supply chain design with product and process development; (2) identification and implementation of ERP systems; (3) supply chain integration with e-business strategies; (4) strategic partnering and outsourcing; and (5) supply chain dynamics.

(1.5 credits or 3 credits)

Managing International Operations (OPS 5671)
Managing International Operations I (OPS 5672)
Managing International Operations II (OPS 5673)

This course explores how managers can create substantial value by coordinating international material flows and international process development. Specific topics include international sourcing, international site selection, international logistics, manufacturing and service in developing countries, multi-plant network issues and the impact of technology and flexibility on international operations. International supply chain concepts also are discussed.

(1.5 credits or 3 credits)

Marketing Channel Management (MKT 5530 or MKT 5531)

In learning to manage a firm's marketing channels primary emphasis goes toward development of a strategic framework for channel analysis, planning, and management. This course also takes an in-depth look at trends in marketing channels and a comparison of intermediary industries.

(1.5 credits or 3 credits)

Marketing of Services (MKT 5845)

Managers must understand the similarities and differences between product and service marketing. This course covers the problems and issues service marketers face, along with the tools and techniques they use. It integrates three perspectives of marketing: (1) a strategic thrust pursued by top management; (2) a set of functional activities performed by line management, and (3) a customer-driven orientation for the entire organization.

(1.5 credits)

Marketing Performance Assessment (MKT 5980)

In this course, students will learn the processes and skills needed to assess, improve, and persuasively demonstrate the financial contributions of marketing activities. The course is divided into three parts: Making the Business Case, Valuing Marketing Assets, and Marketing Planning, Execution, & Assessment.

(3 credits)

Marketing Research (MKT 5380)

This course includes topics such as information systems, syndicated data services, secondary and primary data collection, and data analysis and interpretation. Student groups follow the process

of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.
(3 credits)

Marketing Strategy & Planning (MKT 5390 or MKT 5391)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.
(1.5 credits or 3 credits)

Negotiations (MGT 5360)

Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the theoretical, conceptual, and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.
(1.5 credits)

New Product Introduction (MKT 5430)

This course gives students hands-on experience in the process by which new consumer products are introduced and marketed. Instructors provide the new product idea. Beginning with research to identify a viable target segment and a positioning strategy, students proceed from the estimation of sales and profit potential to the development of a marketing plan. The instructors, who include professional advertising and brand management practitioners, function as management consultants. Students work in teams to prepare short oral and written reports of weekly progress. The course ends with team presentations to a "board of directors" composed of managers and executives from local companies.
(1.5 credits)

Operations Strategy I (OPS 5690)

Operations Strategy II (OPS 5691)

Operations Strategy (OPS 5692)

This course describes the various common types of operations strategies used in organizations and how these strategies are typically used as a competitive weapon. It includes readings and cases describing the strategies and their implementation in specific settings. Specific topics include capacity strategies, technology strategies, vertical integration and sourcing strategies, facilities strategies, matching process technology with product/market requirements, and building the competitive potential of the operations function in an organization.
(1.5 credits or 3 credits)

Operations Systems Management (OPS 5871)

Operations Systems Management I (OPS 5870)

Operations Systems Management II (OPS 5872)

This course promotes an understanding of the relationships among an organization's productive systems and functional areas. It examines issues related to capacity planning, process mapping, process design analysis, re-engineering, cellular manufacturing and assembly line layout. Students use tools for analyzing systems management issues including simulation and queuing theory.
(1.5 credits or 3 credits)

Overview of U.S. Healthcare Delivery (MGT 5783)

The course provides an overview of US health and the historical and cultural forces that have shaped and sustained key stakeholders and generated different incentives and perspectives. These are linked to current policies and policy directions in order to aid health leaders in anticipating future changes and potential impediments to those changes. The historical and current role of the public sector is also covered with special emphasis on future directions for the sector and for public-private partnerships aimed at improving community health.
(3 credits)

Personal Leadership (MGT 5400)

The Personal Leadership course is designed to enhance self-awareness and specific leadership competencies through exposure to various leader assessments, leadership theories, and specific practices that will be applied during the student leader experience. The course will consist of classroom activities, assessment tools, individual reflections, and one on one coaching all designed to enhance student leadership capabilities while also maintaining their authenticity. Students will design a personal leadership plan and complete a leadership project during the course and will use this experience to enhance their foundation for leadership knowledge as well as their own self-understanding.
(1.5 credits)

Pricing Strategy & Tactics: Revenue Management (MKT 5790)

Yield management is a pricing process by which multi-product firms adjust capacity scheduling and prices to increase their revenue. It is frequently implemented as a computerized decision support system. Yield management focuses on the analysis of rival firm reactions and integrative systems crossing the functional borders of marketing, operations and finance. Decisions as seemingly removed as marketing strategy, capacity planning and markdown policy are directly involved. Successful yield management reveals what preferred customers are willing to pay for additional capacity with reliable delivery after other customers have been induced to move to basic shelf products or off-peak service.
(1.5 credits)

Process and Decision Modeling (MGT 5695)

This course provides analytic methods for making decisions about the product/service package from its inception through its distribution. Students develop a cross-functional perspective of the process of the product/service package conception/implementation cycle. Students who want an integrated, cross-functional view of the analytic methods relevant to each functional area, but who may not have the desire/need/time to take a second-year depth course in each area should take this course. Analytic methods include categorical data analysis, logic regression analysis, dynamic programming, integer and linear programming, nonlinear programming, and stochastic modeling.
(1.5 credits)

Product/Service Innovation Management (OPS 5751)

Product/Service Innovation Management I (OPS 5752)

Product/Service Innovation Management II (OPS 5753)

This course focuses on innovation in both services and manufacturing, and the role of technology in innovation. The course is based on the premise that the provision of better products and services will be a growing source of global competitive success. Topics may include product/service strategy, the acquisition and transfer of technology, protection of intellectual property, product/service development and launch, entrepreneurship and intrapreneuring, and the integration of innovation with technology and marketing.
(1.5 credits or 3 credits)

Project Management I (OPS 5490)

Project Management II (OPS 5491)

Project Management (OPS 5492)

Project management is an increasingly popular management technique for accomplishing specialized missions or work, when the normal organizational structure or methods of assignment are not sufficiently responsive, flexible or effective. It is used for temporary endeavors undertaken to create a unique product or service. Examples of projects include research and development studies, consulting projects, advertising campaigns, construction and other one-shot endeavors. This course is designed to convey the principles, tools, techniques and methods employed in order to be effective in managing projects and leading the people responsible for executing the tasks that comprise the project. Topics include the selection of projects, project organization, project manager selection, project planning, project budgeting, project scheduling, resource allocation, project monitoring and control, and project evaluation and termination. Project management software, like Microsoft Project Management, will also be introduced and used in this course.

(1.5 credits or 3 credits)

Quality Management I (OPS 5650)

Quality Management II (OPS 5651)

Quality Management (OPS 5652)

This course addresses the issues surrounding the development and implementation of quality management initiatives. These issues cut across the entire organization and affect all functional areas in both manufacturing and service organizations. Well-known approaches to quality management are covered, along with the tools of quality improvement, the cost of poor quality, quality in product design, the role of quality awards and certifications, ascertaining customer needs, supplier relationships, employee involvement and training, and the strategic role of quality in competitive performance.

(1.5 credits or 3 credits)

Real Estate Investments (MGT 5910)

This course covers contemporary subjects in real estate investment and development including (1) real estate cash flow analysis techniques, (2) valuation and portfolio analysis, (3) the due diligence process, (4) real estate law, and (5) vehicles for purchasing and financing real estate. Students apply concepts and techniques discussed to a variety of development opportunities including regional shopping centers, office parks, apartment complexes, and single family dwelling renovations.

(1.5 credits)

Sales Management (MKT 5771)

This course deals with the management of an organization's sales function. Emphasis is given to: (1) matching customer requirements with sales force type, (2) designing and organizing the sales force, (3) training the sales force, (4) compensating and motivating sales people, and (5) evaluating and controlling the sales force.

(3 credits)

Securities Regulation for Business Professionals (FIN 5763)

This course covers the basics of federal regulation of securities transactions such as public offerings, private placements, market disclosures, and insider trading. After an overview of U.S. securities regulation, the course focuses on the registration process for newly issued securities, civil liability for deficiencies and misrepresentations in the registration materials, exemptions from registration, definition of security, and regulation of securities trading markets.

(1.5 credits)

Six Sigma Practicum (OPS 5496)

Like the Wake Forest Business Solutions course, the intent of the Six Sigma Practicum course is to provide students with an opportunity to deal directly with organizations and their managers. During the field study, students will serve as a project consultant to a local, regional, or national business or nonprofit organization. They will apply the skills acquired in the first year of the full-time program to an actual business problem. Project requirements include completing a Six Sigma project by following the Define-Measure-Analyze-Improve-Control (DMAIC) framework and applying appropriate Six Sigma tools/methodologies at each stage. The DMAIC framework provides a well-defined structure for addressing business problems and the reliance on the collection and use of data ensures that these projects will provide students with both a rich and academically rigorous educational experience.

(3 credits)

Strategic Management of Technology and Innovation (MGT 5787)

Effective strategic management of technology and innovation are proving to be key sources of competitive advantage for firms in a globalized knowledge economy. The course explores the dynamics of technology based innovation and its management from multiple perspectives. Specific topics include technological innovation and strategy, design and implementation of technology strategy, industry and organizational contexts and developing a firm's innovative capabilities.

(3 credits)

Strategy Games (MGT 5170)

Through case studies and stylized settings that arise in the practice of management this course examines the predictable end-game outcomes of competitive rivalry. Topics include credible commitment and credible threat mechanisms and non-cooperative strategy games among incumbents, customers, fringe competitors, and potential market entrants. Students discuss applications to entry/exit and capacity choices, pricing decisions, marketing forecasts, advertising duels, couponing, vertical requirements agreements, auction mechanism design and bidding tactics, patent races, tender offers, moral hazard and adverse selection in commercial loan contracts, incentive-compatible joint ventures and managerial incentive contracts.

(1.5 credits)

Systems Analysis and Design (ITM 5705)

Many Information Systems (IS) projects are over budget, behind schedule, and/or fail to deliver the functionality and benefits that were anticipated. This course introduces students to methods and tools for information systems design, development, implementation and maintenance. Included are leading approaches for determining user requirements for the specification and design of application software and IS project management. Classic and alternative approaches, such as rapid application development, will be discussed.

(1.5 credits)

Topics in Economics (MGT 5981)

This course addresses contemporary topics in economics that are more specialized and/or more advanced than those included elsewhere in the curriculum. Depending upon content and duration, the credits awarded for this course will vary.

(Credits to be determined each offering)

Topics in Finance (FIN 5182)

This course addresses contemporary topics in finance that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending on the content and duration, the credits awarded for this course will vary.

(Credits to be determined each offering)

Topics in Information Technology Management (ITM 5717)

This course addresses contemporary topics in information technology management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending on the content and duration, the credits awarded for this course will vary.
(Credits to be determined each offering)

Topics in International Management (MGT 5810)

This course addresses contemporary topics in international management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending on the content and duration, the credits awarded for this course will vary.
(Credits to be determined each offering)

Topics in Management (MGT 5155)

This course addresses contemporary topics in management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending on the content and duration, the credits awarded for this course will vary.
(Credits to be determined each offering)

Topics in Marketing (MKT 5245)

This course addresses contemporary topics in marketing that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending upon content and duration, the credits awarded for this course will vary.
(Credits to be determined each offering)

Topics in Operations Management (OPS 5520)

This course addresses contemporary topics in operations management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered. Depending on the content and duration, the credits awarded for this course will vary.
(Credits to be determined each offering)

Value Creation (FIN 5570)

Value creation, in the context of financial management, is the process by which companies earn returns on the capital invested in excess of the cost of that capital. A manager's financial goal is to maximize the creation of economic values. This course explores operating and financial strategies for creating value and links those strategies to valuation models for planning and controlling results. Three prominent models are used to compute valuations including EVA, CFROI and the Ferner Model. Readings are assigned from such well-known authors as William Fruhan, Alfred Rappaport, and Bennett Stewart, author of *Quest for Value*, the text used in this course.
(1.5 credits)

Working Capital Management (FIN 5621)

This course applies the concepts of value maximization to the management of short-term assets and liabilities. Using the principles of financial decision-making, we develop a systematic approach to solving working capital problems involving cash management, accounts receivable and inventory policy, and payables/short-term debt policy. We also consider how short-term financial management is influenced by innovations stemming from new technology, new regulations and new ways of doing business.
(1.5 credits)

MSA Curriculum

Required Courses:		Credit Hours
ACC 710	Professional Research & Communication	1.5
ACC 711	Accounting for Derivatives & Financial Instruments	1.5
ACC 712	Accounting for Business Combinations	1.5
ACC 721	Strategic Cost Analysis	1.5
ACC 731	Federal Taxation of Corporations	3.0
ACC 790	Professional Ethics & Current Issues	3.0
BEM 762	Business Law for Accountants	3.0

Students who have not previously completed Auditing and/or Accounting Information Systems are also required to take the following:

ACC 651	Accounting Information Systems	3.0
ACC 652	Auditing	3.0

All Students Must Choose One of the Following Three Tracks:

Assurance Services:

ACC 750	Forensic Accounting & Analytical Procedures	3.0
ACC 754	Advanced Auditing	3.0

Tax Consulting:

ACC 730	Tax Research	1.5
ACC 732	Selected Topics in Taxation	3.0
ACC 733	Tax Policy & Planning	1.5
ACC735	Mergers & Acquisition	1.5

Transaction Services:

ACC 782	Business Valuation	3.0
ACC735	Mergers & Acquisitions	1.5
FIN 5110	Advanced Financial Management	3.0
	OR	
FIN 5620	Capital Markets	3.0

Elective Courses:

ACC 691	Professional Accounting Internship (3.0)
ACC 716	Governmental & Non-profit Accounting (1.5)
ACC 736	Tax Aspects of Financial Statement Presentations (1.5)
ACC 760	Negotiations (1.5)
ACC 770	Global Issues in Accounting (1.5)
	Any Course in Another Track Listed Above
	Approved Law School & MBA Courses

Total of all graduate hours MUST equal at least 30 for the MSA degree.

MSA Course Descriptions

Accounting and Financial Management for Entrepreneurs (ACC 781)

Focuses on critical accounting and financial management issues within the business plan, such as cash flow planning, measuring market potential, financial statement projections, and identifying capital needs. Requires students to employ concepts and tools developed in the business curriculum. Course framework is equally applicable to support all types of entrepreneurial activity, including social, public policy, educational, and other forms of not-for-profit initiatives. P—Enrollment in the MSA program.

(1.5 credits)

Accounting for Derivatives and Financial Instruments (ACC 711)

Provides a basic understanding of the accounting for marketable securities, financial instruments, and hedge accounting under FAS 133. The course begins with an overview of derivatives and their use as hedging instruments, and then examines the hedge accounting treatment for a variety of hedging transactions. Class discussion, exercises, and case scenarios are used to illustrate these concepts. P—Enrollment in MSA program or POI.

(1.5 credits)

Accounting in Emerging Economies: Transitioning to a Market Economy (ACC 792)

A capstone seminar course that focuses on identifying and resolving ethical dilemmas and understanding current issues facing the accounting profession. Students acquire a basic understanding of the AICPA Code of Professional Conduct as well as develop and test their own frameworks for resolving ethical dilemmas. The seminar format requires preparedness and active participation by all students in discussing and analyzing cases, selected readings, and recent pronouncements of the FASB and other professional bodies. P—Enrollment in MSA program and POI.

(3 credits)

Accounting Information Systems (ACC 651)

Study of accounting system data security, fiduciary and reliability risks and mitigating internal controls. Emphasis is on the revenue and expenditure cycles and computer assisted audit techniques. P—Admission to MSA program.

(3 credits)

Advanced Auditing and Assurance Services (ACC 754)

Study of current issues, practices, and techniques related to auditing and assurance services. Students utilize available research materials, databases, personal auditing experience, and practitioner sources to address relevant issues. Emphasis is on analysis, teamwork, writing, and presentation skills. P—Enrollment in MSA program and ACC 352 or 652, or POI.

(3 credits)

Business Analysis and Valuation (ACC 782)

Focuses on the various methods used for financial statement analysis and valuation of firms. Topics include financial statement analysis, pre-acquisition due diligence procedures, and business valuations in accordance with the AICPA Business Valuation Analyst model. P—Enrollment in the MSA program or POI.

(3 credits)

Business Combinations and Multinational Corporations (ACC 712)

Examines the financial reporting problems that arise from mergers and acquisitions and from complex, multinational entities. Focus includes fair value accounting for business acquisitions, consolidation of financial statements, and cross-currency translation of financial statement. Class time includes lecture, discussion, and problem solving. P—Enrollment in MSA program or POI.
(1.5 credits)

Business Law for Accountants (BEM 762)

Examines the substantive law applicable to business organizations, property, and the governmental regulation of business functions. Topics include contracts, agency, property, the Uniform Commercial Code, and business organizations, specifically the law of corporations, partnerships, and limited liability companies. Introduces securities regulation, antitrust law, and labor law. Additionally, the course covers professional liability as it relates to the accounting profession. P—Enrollment in MSA program or POI.
(3 credits)

Estate and Gift Taxation (ACC 734)

Review of taxation of gratuitous transfers under the federal estate and gift tax code and under state inheritance gift tax law. Analysis of tax planning and compliance issues. P—Enrollment in MSA program or POI.
(1.5 credits)

Federal Taxation of Corporations, Estates, and Trusts (ACC 731)

Review of federal taxation principles associated with the organization, operation, and dissolution of corporate partnership and tax exempt organizations. Introduction to federal estate and gift taxes and to income taxation of trusts and estates. P—Enrollment in MSA program or POI.
(3 credits)

Forensic Accounting and Analytical Procedures (ACC 750)

Overview of fraud prevention and detection techniques, and an in-depth discussion of how to assist an audit committee and legal counsel with fraud investigations. Topics examined include investigating theft and concealment, conversion investigation methods, inquiry methods, and fraud reports. Text and numeric analytical techniques also are discussed and applied to practical case assignments. P—Enrollment in MSA program or POI.
(3 credits)

Global Issues in Accounting: Risk, Regulation, and Reporting (ACC 770)

Identifies the primary issues in the area of global financial reporting with a focus on multinational business risks and accounting implications, regulation of accounting and attestation in different countries, and reporting financial performance in a global context. The class considers how international reporting requirements help or hinder access to capital markets and examines the current state of convergence toward global reporting standards. P—Enrollment in the MSA program.
(1.5 credits)

Governmental and Nonprofit Accounting (ACC 716)

Provides a working knowledge of governmental and nonprofit accounting and financial reporting, and prepares students for professional certification in these areas. Governmental accounting is studied using the textbook and incorporating real-world accountancy 43 examples. Nonprofit accounting instruction gives students the knowledge needed to work with nonprofits as auditors, board members, or volunteers. Classes include lectures, group discussions, and guest speakers. P—Admission to MSA program.
(1.5 credits)

Individualized Reading and Research (ACC 797, 798)

Directed study in specialized
(Credit to be arranged)

Introduction to Auditing (ACC 652)

A seminar course that reflects on the internship experience and examines current issues facing the accountancy profession. Allows students to share and discuss issues and problems faced during the internship. P or C—ACC 651. P—Admission to MSA program. (3 Credits)
(3 credits)

Mergers, Acquisitions, and Buyouts (ACC 735)

A transactional analysis of governing and tax considerations. Includes a review of common issues associated with financial statement presentation. The principal focus is an examination of the underlying federal and state income tax concepts involved in purchase transactions and tax free reorganizations. P—ACC 731 or POI.
(1.5 credits)

Negotiation (ACC 760)

Approaches to resolving auditor-client conflict and managing resistance are examined to help generate win-win resolutions. Cultural considerations including global deal-making also are explored. Case studies provide practical applications to not only audit situations but also other business contexts. P—Enrollment in the MSA program.
(1.5 credits)

Professional Accounting Internship (ACC 691)

Professional accounting field work, under the direction of a faculty member, in a public accounting firm, corporate enterprise, or not-for-profit organization. Students gain relevant practical experience which builds on prior coursework and provides an experiential knowledge base for their remaining graduate coursework. P—Admission to MSA program and POI.
(3 credits)

Professional Ethics and Current Issues (ACC 790)

A capstone seminar course that focuses on identifying and resolving ethical dilemmas and understanding current issues facing the accounting profession. Students acquire a basic understanding of the AICPA Code of Professional Conduct, as well as develop and test their own frameworks for resolving ethical dilemmas. The seminar format of the course requires preparedness and active participation by all students in discussing and analyzing cases, selected readings, and recent pronouncements of the FASB and other professional bodies. P—Enrollment in the MSA program or POI.
(3 credits)

Professional Research and Communication (ACC 710)

A case-based graduate seminar that provides the students with the opportunity to identify and research issues in accounting. Developing the students' professional written communication skills is an important component of this course. P—Enrollment in MSA program.
(1.5 credits)

Resource Planning and Control (ACC 722)

Focuses on the process by which management translates the organizational objectives and strategy into specific goals for attainment. Topics include measurement of performance, transfer pricing, control of managed costs, the annual planning/budgeting process, and long-range planning. P—Enrollment in MSA program or POI.
(1.5 credits)

Selected Topics in Taxation (ACC 732)

Review of advanced tax topics including consolidated tax returns, international transactions, multistate corporate taxation, and family tax planning. P—ACC 731 or POI.
(3 credits)

Strategic Cost Analysis (ACC 721)

Focuses on the analysis and reporting of resources costs and resource consumption explicitly directed at strategic management. The key elements to be studied are cost structure, value chain analysis, strategic cost management, and cost driver analysis in support of strategic and operational decisions. P—Enrollment in MSA program or POI.
(1.5 credits)

Tax Aspects of Financial Statement Presentations (ACC 736)

Review and analysis of domestic and multinational financial reporting standards associated with income, sales and other forms of taxation. The course examines the audit-tax relationship as well as the presentation of tax related information in management reports and financial statements. P—ACC237
(1.5 credits)

Tax Policy and Planning (ACC 733)

Examination of current tax policy issues and the effects of taxes on investment alternatives. P—Enrollment in MSA program or POI.
(1.5 credits)

Tax Research Methods (ACC 730)

Survey of the methods and resources used by tax practitioners in researching compliance and planning issues. P—Enrollment in MSA program or POI.
(1.5 credits)

areas of accountancy. P—Enrollment in MSA program.

The following courses are pre-requisites that may be required prior to starting the MSA curriculum.

Intermediate Accounting I (ACC 520)

Study of the conceptual framework underlying financial accounting in the U.S. and in international countries that follow International Financial Reporting Standards (IFRS). The course examines financial accounting and reporting issues and requirements under U.S. GAAP and IFRS associated with receivables, inventories, property, plant, equipment, and intangible assets. P — Equivalent of ACC510 with a B- or higher and contingent admission into the MSA program required.
(4 credits)

Intermediate Accounting II (ACC 530)

Examination of financial accounting and reporting issues and requirements under U.S. GAAP and IFRS associated with current liabilities and contingencies, long-term liabilities, stockholders' equity, dilutive securities and earnings per share, pensions, postretirement benefits, leases, changes in accounting principles, financial statement error corrections, and the statement of cash flows. P — Equivalent of ACC520 with a B- or higher and contingent admission into the MSA program required.
(4 credits)

Introduction to Financial Accounting (ACC 510)

Introduction to financial accounting and reporting, including the role of financial information in business decisions, the basic financial statements, and the processes used to prepare these financial statements. Students are introduced to the accounting and reporting issues associated with an organization's financing, investing, and operating activities. P — Contingent admission into the MSA program required.

(3 credits)

Introduction to Taxation (ACC 540)

Review of legal and accounting concepts associated with the federal taxation of income. Topics examined include the regular and alternative minimum tax models for individuals and business entities, including gross income, capital gains, property transactions, deductions, and credits. P— Contingent admission into the MSA program required.

(3 credits)

Principles of Finance (FIN 510)

Survey course examining the fundamentals of financial decision-making and including topics such as the time value of money, security valuation (corporate debt and equity pricing), risk and return, financial statement analysis, capital budgeting, and the cost of capital. Financial decision-making is developed within the context of domestic and international institutions and markets. P—ACC510 or equivalent with a B- or higher and contingent admission into the MSA program required.

(3 credits)

Principles of Management Accounting (ACC 550)

Study of the concepts fundamental to management accounting which aid in decision making, performance evaluation, and planning and control. Topics covered include product costing systems, budgeting, differential and breakeven analysis, responsibility accounting, cost allocation, and management accounting reports. P— Admission into the MSA program required.

(3 credits)

MA Curriculum

Summer II

	MGT 2600	Introduction to Business	1.5
	MGT 2700	Career Management	2.5

Integrated Academic Year

	MGT 2607 A	Action Learning Project I	2.0
	MGT 2607 B	Action Learning Project II	2.0
	MGT 2608	Learning from Leaders I	0.5
	MGT 2609	Learning from Leaders II	0.5
	MGT 2610	Organizational Behavior	3.0
	MGT 2611	Executive Communication and Presence	2.0
	MGT 2615	Essentials of Law, Ethics, and Conflict Management	1.5
	MGT 2630	Quantitative Methods I	2.0
	MGT 2631	Quantitative Methods II	3.0
	MGT 2640	Accounting	3.0
	MGT 2660	Managerial Economics	2.0
	MGT 2661	Macroeconomics	2.0
	FIN 2650	Financial Management	3.0
	ITM 2690	Information Technology Management	2.0
	MKT 2670	Marketing Management	3.0
	OPS 2680	Operations Management	3.0
	MGT 2603	Business Simulation Capstone	1.5
		Elective	1.5
	Total credit hours		41.5

MA Course Descriptions

All MA in Management courses are required. Either MKT 2671 or FIN 2651 can be used to satisfy the elective requirement.

Required Courses

Accounting (MGT 2640)

Accounting is the language of business, with its own vocabulary and rules. This course focuses on the needs of external and internal users of accounting information. Accounting is studied both as a method of communication and as a decision-making tool. The course is split into two modules: financial accounting and managerial accounting. Financial accounting topics include the accounting cycle, accounting for assets, liabilities and owners' equity, and financial statement analysis. Managerial accounting topics include cost behavior, cost systems, relevant costing, and strategic cost analysis.

(3 credits)

Action Learning Project I (MGT 2607A)

Action Learning Project II (MGT 2607B)

Gaining "hands-on" practical experience in data analysis, business process analysis, and consulting, learning how to perform effectively within a business project team, and developing important professional skills are the core objectives of this course. Working in teams, students will be assigned to serve as business consultants for a sponsoring organization and over the course of the academic year will complete two field projects (ALP I and ALP II). Each ALP provides context for students to apply classroom concepts in a "real-world" setting, creates value for the sponsoring organization, and provides students valuable learning and professional growth opportunities through their project work with business leaders in actual organizations.

(2 credits Fall, 2 credits Spring)

Business Simulation Capstone (MGT 2603)

This course requires students to make critical business decisions using an online business simulation exercise. It is a capstone course for the MA in Management and will require students to synthesize concepts and techniques from core business courses. Working in teams, students will make strategic, tactical, and managerial decisions in all domains of a business. Decisions will impact the enterprise's performance as well as determine how the venture competes in the marketplace.

(1.5 credits)

Career Management (MGT 2700)

Understanding business career paths and gaining a competitive advantage in the global work place by developing lifelong career management skills are the objectives of this class. These strategic and tactical career management skills include identifying your purpose and career preferences, making informed career decisions, completing and executing a career development and action planning process, developing networking relationships, creating customized self-marketing tools, mastering interviewing requirements. The capstone will be to understand how to develop a successful personal brand as well as identify and practice successful work performance competencies.

(2.5 credits)

Essentials of Law, Ethics, and Conflict Management (MGT 2615)

This course focuses on developing an understanding of the legal basis upon which business is conducted and how to deal with the legal and ethical approaches to business disputes which inevitably occur. The course begins with a focused study of the law as applied to business people then the analysis and decision making in resolving ethical dilemmas; then ways to settle disputes and resolve conflicts skillfully.

(1.5 credits)

Executive Communication and Presence (MGT 2611)

This skills course teaches students writing and speaking techniques common in the business world and expected in the executive suite. It addresses how to design documents so that busy audiences can get the information they need, and how to edit documents so that they are quick to read and absorb. It also includes practice on how to present information to business audiences and how to use current media and tools (PCs, smartphones, iPads, etc.) effectively in a variety of venues.

(2 credits)

Financial Management (FIN 2650)

Financial Management provides a working knowledge of the foundations of modern financial thinking and emphasizes how to apply these concepts to make value-maximizing decisions. Specific areas of concentration include financial modeling, valuation, capital acquisition, risk and return, capital structure, dividend policy, capital budgeting, and corporate restructuring. This course also recognizes the important interactions between finance and the other functional areas of the firm.

(3 credits)

Information Technology Management (ITM 2690)

Information is a critical organizational resource. This course focuses on management's role in planning, designing, implementing, and controlling information systems (IS). Topics include the use of information (and IS) for competitive advantage, the role and organization of the IS function in the firm, systems design and applications development, database management, the management of systems projects, and recent technological advances.

(2 credits)

Introduction to Business (MGT 2600)

The purpose of this course is to provide students with a broad introduction to business. Five class sessions will be used to overview all business disciplines, and ten class sessions will be devoted to financial accounting. Successful completion of this course will help prepare students for more in-depth, semester long courses in the MA program.

(1.5 credits)

Learning from Leaders I (MGT 2608)
Learning from Leaders II (MGT 2609)

Gaining a competitive advantage through effective leadership, diversity and career management skills are the objectives. This interactive course will teach strategic and tactical skills in using effective leadership principles, developing long lasting professional relationships with mentors, negotiating constituent and staff differences in diverse work environments and executing career planning and job searching goals to achieve full-time employment. The capstone will be to understand how to develop a successful professional brand with work performance results as a business leader.

(0.5 credits Fall, 0.5 credits Spring)

Macroeconomics (MGT 2661)

Building on the foundation established in Managerial Economics (MGT 2660), this course focuses on the role of the United States in the world economy with special emphasis on world trade, the international flow of funds, monetary and fiscal policy, and the business cycle.

(2 credits)

Managerial Economics (MGT 2660)

This course introduces the analytical skills and managerial insights of microeconomics. Recurrent themes are efficient resource allocation and value-maximizing marginal decisions under asymmetric information. Topics include demand and supply estimation, the market for dollars as foreign exchange, alternative concepts of production efficiency, competitive industry adjustment, pricing techniques, rivalrous oligopoly, labor market dynamics, and managerial incentive contracts.

(2 credits)

Marketing Management (MKT 2670)

Students examine marketing phenomena in order to develop a conceptual grasp of the major principles and techniques of marketing management. Using behavioral and quantitative analyses as well as segmentation, targeting, and position strategies, this course explores topics such as buyer behavior, consumer psychology, demand estimation, brand strategy, pricing, distribution channels, new product development, advertising, and sales promotions. Cases and a marketing simulation are used to highlight the various principles and techniques employed by marketers as they seek to meet the needs of targeted consumers.

(3 credits)

Operations Management (OPS 2680)

It is widely recognized that the environment confronting organizations today is increasingly competitive due to the globalization of markets, shorter product life cycles, and rapidly changing technology. As a result, organizations are seeking ways to quickly improve their competitive position. One alternative is to exploit operations management capabilities in the firm given operations' role of creating and managing processes responsible for the timely delivery of affordable, quality goods and services. As such, strategy and the relationships between operations and the marketing, financial, and human resource systems in the firm are covered. In addition, topics such as capacity planning, process design, quality management, and supply chain management will be covered given that these also impact an organization's overall competitiveness.

(3 credits)

Organizational Behavior (MGT 2610)

Organizational Behavior focuses on understanding human behavior at the individual and group level, including the effect of organization structure, design, and culture on that behavior. Managers have traditionally been held accountable for influencing their employees' attitudes, behaviors, and performance. The systematic study of human behavior can help managers explain and predict the actions of others inside and outside the organization. Although behavior varies with individual and situational differences, systematic study of behavior reveals similarities. This course explores current approaches, models, and methods that managers use to influence individuals and groups.

(3 credits)

Quantitative Methods I (MGT 2630)

In this course you will learn how to "see," interpret, and present information in ways that will enable you to solve business problems and communicate your solutions. You will learn that data

analysis is a science and an art, and is subject to limitations, assumptions, uncertainty and ambiguity that results from misleading and/or missing data and human misinterpretation and misapplication. Topics include secondary research, primary data collection and survey design, distributions and descriptive statistics, yield management, sampling distributions, and confidence intervals and hypothesis testing.
(2 credits)

Quantitative Methods II (MGT 2631)

Building on the skills learned in Quantitative Methods I (MGT 2630), this course will further develop students' ability to make evidence-based managerial decisions across different functional areas. Topics include regression, analysis of variance (ANOVA), chi-square analysis, forecasting, optimization, and simulation.
(3 credits)

Elective Courses

Applied Financial Decision-Making (FIN 2651)

This course extends the foundation provided by Financial Management (FIN 2650) by exploring financial decision-making in key applications. Emphasis is placed on using options analysis to value capital budgeting investments, financial modeling of credit risk and corporate growth potential, interest rate risk assessment, comparative analysis of alternative equity valuation models, evaluating portfolio performance, and how to choose among alternative mutual fund and exchange traded fund investments. The organizing goal of the course is to integrate, critically evaluate, and apply key concepts and frameworks in practical financial decision-making.
(1.5 credits)

Marketing Research (MKT 2671)

This course focuses on the development of consumer and customer insights that drive marketing decisions. Topics will include primary and secondary marketing data, as well as data analysis and interpretation. Students will learn tools relevant to the development and execution of market research projects.
(1.5 credits)

Winston-Salem Evening Curriculum

	Credits Hours
<u>First Year - Fall</u>	
MGT 8080 Financial Accounting	3
MGT 8150 Quantitative Methods	4.5
MGT 8450 Personal & Team Development	1.5
<u>First Year – Spring</u>	
MGT 8180 Managerial Accounting	3
MGT 8142 Managerial Economics	3
MGT 8110 Organizational Behavior	3
<u>First Year – Summer</u>	
MKT 8221 Marketing Management	3
FIN 8136 Financial Management	3
OPS 8169 Operations Management	3
<u>Second Year – Fall</u>	
ITM 8190 Information Technology Management	3
MGT 8143 Macroeconomics	3
FIN 8140 Financial Management II	1.5
MGT 8270 Ethical Decision-Making	1.5
<u>Second Year – Spring</u>	
MGT 8172 Business Law	1.5
MGT 8200 Strategy	4.5
MGT 8210 International Business	3
<u>Second Year – Summer</u>	
Elective or International Study	3
Elective	3
Elective	3
Required Credit Hours	45
Elective Credit Hours	9
Total Credit Hours	54

The Joint PhD/MBA Degree Program

Participants in the Ph.D./MBA program are expected to comply with the general academic policies of both the Ph.D. and Winston-Salem evening MBA programs except as those policies are specifically altered to accommodate the Ph.D./MBA joint program. Curriculum and other academic matters affecting only the Ph.D. portion or only the management portion of the joint program are managed by the respective schools. Matters that affect the program in total are determined mutually by the two schools. The provisions of the Wake Forest Evening MBA Program ~ Winston-Salem Certification Document apply to the management portion of the Ph.D./MBA program.

The particulars of the program are as follows.

- 1. Admission.** Admission to the program requires the candidate to be accepted separately by both the Graduate School and the Schools of Business. Normal Winston-Salem evening MBA program application procedures will be required including a completed application, GMAT test results, undergraduate transcripts, letters of recommendation, etc. Acceptance to the Winston-Salem evening MBA program will require that the candidate meet normal acceptance requirements of the program including GMAT, undergraduate GPA and work experience requirements. While the Evening Admissions panel will be glad to receive input from the Graduate School about candidates' applications, the Schools of Business reserves the right to make the admission decision independently of the candidates' status in the Graduate School. All candidates must have the approval of their Ph.D. program advisor and departmental chair for admissions consideration.
- 2. Tuition.** Accepted Ph.D./MBA Program candidates may be eligible to receive tuition waivers in the amount of 50% of the Winston-Salem evening MBA program tuition. Because of budgetary concerns, the Ph.D./MBA Program will initially be limited to no more than two (2) candidates per academic year. Initially, the tuition waiver will be limited to Ph.D. students in the Neurobiology and Anatomy Department. Once the "pilot phase" of the program is over, it is hoped that the waiver will be expanded to include students from other departments. Additional Ph.D./MBA candidates will be considered for admission if they pay the full Winston-Salem evening MBA program tuition.
- 3. Course of Study.** Students in the Ph.D./MBA Program will be required to successfully complete the seventeen (17) core courses (47 credit hours) required of all Winston-Salem evening MBA program students. In addition, students must successfully complete at least one (1) three-credit management elective bringing the minimum management credit hours to 50. Normal Winston-Salem evening MBA program course sequencing and prerequisites will prevail for Ph.D./MBA students. The Schools of Business will give 6 hours of credit for successful completion of technical course work as outlined in the student's Ph.D. course of study during the first two years of their Ph.D. program. The registrar of the Graduate School will verify successful completion of the first two years of the Ph.D. program.

It is expected that Ph.D./MBA students will begin their program in the Graduate School and spend the first two years of the program taking Ph.D. program course work. Students will begin their MBA studies during the third year of the joint program beginning in the fall semester. Students will be required to follow the course sequence in order to complete their MBA course work in the minimum amount of time.

4. **Academic Standing and Retention.** The courses accepted by one school from the other, for credit towards its degree, shall be accepted as “pass” credits and are not used to determine grade point average or class rank. Each school shall be free to include or exclude the joint degree students with reference to class rank or awards.

Each student must maintain the academic standing and other requirements of each school. Any student dropped, suspended or expelled from one school is dropped from the joint program and may or may not be allowed to pursue the separate degree of the other school at the discretion of that school.

Ph.D./MBA candidates will receive their degrees simultaneously and must complete all Ph.D./MBA program requirements in order to receive both degrees.

If a student ceases to be a joint degree candidate, for any reason, and is allowed to remain enrolled at only one school, that school will determine what credit will be allowed, if any, for courses taken in the other school.

Registrars in both the Schools of Business and the Graduate School will coordinate to enforce each school’s maximum limit on semester credit hours. Students with overloads must seek approval from the proper authorizing source in both schools

PhD/MBA Curriculum

Credits Hours

First and second year curriculum of the Graduate School

Third Year - Fall

MGT 8080	Financial Accounting	3
MGT 8150	Quantitative Methods	4.5
MGT 8450	Personal & Team Development	1.5

Third Year – Spring

MGT 8180	Managerial Accounting	3
MGT 8142	Managerial Economics	3
MGT 8110	Organizational Behavior	3

Third Year – Summer

MKT 8221	Marketing Management	3
FIN 8136	Financial Management	3
OPS 8169	Operations Management	3

Fourth Year – Fall

ITM 8190	Information Technology Management	3
MGT 8143	Macroeconomics	3
FIN 8140	Financial Management II	1.5
MGT 8270	Ethical Decision-Making	1.5

Fourth Year – Spring

MGT 8172	Business Law	1.5
MGT 8200	Strategy	4.5
MGT 8210	International Business	3

Fourth Year – Summer

Elective or International Study	3
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Fifth Year & Beyond

Dissertation

Other Ph.D. Program Requirements at the Graduate School

Required MBA Credit Hours 45

Elective MBA Credit Hours 3

Total Credit Hours 48 MBA + Grad School hours

Winston-Salem Evening Course Descriptions

Required Courses

Business Law (MGT 8172)

A survey of legal subjects which managers frequently encounter in their careers and with which every manager should be conversant, including: corporate governance, employment discrimination, sexual harassment, government regulation and other subjects current to the management environment. In addition, the student will learn the sources of American law, how the legal system works, particularly in a litigation context, and will garner an appreciation for the limits and logic of management law.

(1.5 credits)

Financial Accounting (MGT 8080)

The rules and procedures governing the preparation of financial statements are explored in financial accounting. Most of the basic reporting issues that major corporations must confront when preparing financial reports are discussed. The class also examines the usefulness of the information to both external investors and internal managers. The focus is on the use, rather than the preparation, of accounting information.

(3 credits)

Financial Management (FIN 8136)

Financial Management examines the conceptual and practical issues involved in contemporary financial management. Primary emphasis is placed on the development of analytical tools needed by financial managers seeking to maximize shareholder value. Topics covered include financial statement analysis, working capital management, risk measurement, valuation, capital structure, cost of capital, capital budgeting, dividend policy, and financing alternatives. Additional topics frequently covered in this course include the use of derivative securities, international financial management, mergers, acquisitions and corporate restructuring, and the instruments and operation of the money and capital markets.

(3 credits)

Information Technology Management (ITM 8190)

Information is a critical organizational resource. This course provides frameworks for evaluating a firm's portfolio of information technology investments and alternatives; for identifying future opportunities for business transformation, and for managing information technology resources within the organization. Topics include the use of information systems (IS) for competitive advantage, the role and organization of the IS function in the firm, options for sourcing IS, the management of IS projects, and recent technological advances.

(3 credits)

International Business (MGT 8210)

International Business introduces students to the special problems and complexities of operating in the global marketplace. The course stresses basic, fundamental concepts and issues that all international business managers should know, and, to accomplish this objective, a cross-functional approach is taken. To some extent, the course deals with issues in the fields of international accounting, economics, finance, law, marketing, organizational design and behavior, politics, production and strategy. The course does not typically address these fields separately but instead stresses integration within an international business context.

(3 credits)

Macroeconomics (MGT 8143)

The course develops theories of fiscal, monetary and other macroeconomic policies. Both the issues and the evidence in connection with these policies are covered. Other topics discussed range from the specifics of the U.S. balance of payments to the broader problems associated with economic growth and decay in the world.

(3 credits)

Managerial Accounting (MGT 8180)

The differences between the financial information needs necessary to the operation of the firm and the needs necessary for external reporting are the focus of this course. A brief introduction to the behavior and classification of costs provides the background to examine the three main types of accounting information used by managers: full-cost information used in pricing and other such decisions, differential cost information used in alternative choice decisions, and responsibility accounting information used to guide and control managers' decision-making behavior. Allocation of indirect costs, fixed-variable relationships, standard cost systems, resource allocation and management control systems are addressed in depth.

(3 credits)

Managerial Economics (MGT 8142)

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Topics include the goal of the firm, capital budgeting, consumer demand, the empirical estimation of demand, production and costs, pricing, and profit maximization under various industry structures. These fundamentals provide a better understanding of the microeconomic environments faced by managers in making strategic business decisions.

(3 credits)

Marketing Management (MKT 8221)

This course is structured around the central business goal of maximizing enterprise value. As a discipline, marketing contributes to enterprise value by delivering customer value profitably. All topics addressed in the course demonstrate how firms deliver customer value in both consumer and business-to-business marketplaces. Emphasis is placed on the managerial activities of strategic planning, market and competitive analyses, customer behavior evaluation, value assessment, market segmentation, targeting, positioning, and marketing mix design. Instruction features case discussions, lectures, team exercises, a student project and presentation, and a computer simulation game.

(3 credits)

Operations Management (OPS 8169)

The competitive environment is fiercer than ever, resources are tighter, customers are more discriminating and the pressure to do more with less is intensifying. Additionally, recent marketplace trends such as rapidly evolving product and process technology, unbridled globalization of markets, shortening product life cycles, increasingly pervasive impact of information technology and the urgency to deliver ever-increasing customer value are often creating a seemingly insurmountable challenge for businesses to survive. Now, more than ever, firms must continually reassess their competitive operations strategies to maintain their competitiveness in the global marketplace. This course is about using operations to compete and win a sustainable competitive advantage in the marketplace. The course will focus on the management of various transformation processes that organizations use to change inputs, such as labor, capital and raw materials, into both products and services. Issues to be discussed range from the strategic to the tactical.

(3 credits)

Organizational Behavior (MGT 8110)

Organizational behavior focuses on the understanding of employee behaviors and attitudes that ultimately contribute to organizational success or failure. The study of organizational behavior attempts to identify critical organizational factors that influence workers, the processes by which these factors exert their influence and ways of applying this knowledge within organizations. The course is based on principles of scientific inquiry and knowledge from the behavioral sciences. All managers have traditionally been held accountable for influencing their employees' levels of job satisfaction, absenteeism, turnover and performance. The focus here is on understanding current managerial approaches, models and methods for influencing these critical outcomes. The course covers individual, group and organizational influences on organizational effectiveness.
(3 credits)

Personal & Team Development (MGT 8450)

This course focuses on improving the performance (during the program and afterwards) of every student and every team. Through self-assessment, reflection, planning, and self-discipline, this course encourages the student to expand his/her desire and capacity for discerning a sense of purpose, attaining goals through focused self-discipline and effective teamwork, and improving their self-awareness.
(1.5 credits)

Quantitative Methods I (MGT 8150)

A variety of quantitative techniques including decision analysis, probability theory, sampling, statistical inference, time-series analysis, regression and mathematical programming are explored as aids to managerial decision-making. Students develop and refine the quantitative skills necessary to effectively address problems they will encounter in other courses and on the job.
(4.5 credits)

Quantitative Methods II (MGT 8151)

This second course in the quantitative methods sequence builds on the foundation created in the first course. This portion focuses on the use of management science modeling techniques including Monte Carlo simulation and optimization.
(1.5 credits)

Strategy (MGT 8200)

Business decisions are increasingly carried out in a global context. Students in this course concentrate on the formulation of policy and implementation and evaluation of strategies governing business operations. The objective is to provide students with an understanding of the major strategic environmental factors influencing decision-making by multinational firms. The course is designed as an integrative learning experience, emphasizing both theory and practice and enabling students to apply concepts, techniques and skills acquired in other courses. Through the study of major environmental issues and strategic response in the functional areas of international business operations, students develop skills in assessing competitive forces in global markets, and in formulating and implementing effective decisions.
(4.5 credits)

Electives

Students have an opportunity to choose from those elective courses that will be offered. Topic areas include finance, marketing, operations management, consulting and general management, and information technology and electronic business management. Complete course descriptions are available from program staff and the registrar.
(3 credits)

Elective Courses

All of the courses listed are not offered each year - check the current schedule

Advanced Financial Management (FIN 8132)

This case-based class focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered.

(3 credits)

Asia Management Program – India (MGT 8998)

The India program is an experiential course designed to familiarize participants with the challenges and opportunities of doing business in, and with, one of the world's largest emerging economies. The program includes visits to, and discussions with, various Indian and multinational companies and managers in locations throughout India. The program also includes visits to major historical and cultural sites as part of the educational experience.

(3 credits)

Business-to-Business Marketing (MKT 8122)

This course encompasses management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and institutional customers in traditional and Internet markets. There are four guiding principles of business-to-business marketing: make value the cornerstone, focus on business processes, emphasize doing business across borders, and accentuate working relationships and business networks. As 80% of current Internet transactions are business-to-business (B2B), the course will pay particular attention to emerging models, strategies and examples from the "New Economy." Students will learn techniques of value assessment and methods for devising innovative value propositions. Classes are set in a seminar format, featuring the discussion of articles and analyses of management cases, a negotiation exercise, and a business market simulation game.

(3 credits)

Capital Markets & Institutions (FIN 8133)

This course is about financial or capital markets - how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 credits)

Commercializing Innovation (MGT 8173)

This course teaches techniques to evaluate ideas for commercial viability, how to select the best innovation to pursue from several candidates, and how to begin to bring an innovation to reality. The course is lecture and project based using actual innovations needing evaluation from a variety of sources including OTAM, TSI, WFU Institute for Regenerative Medicine, WFU Health Sciences, The Nanotech Center, BDI, and North Carolina startup companies.

(3 credits)

Database and Internet Marketing (MKT 8193)

This course covers two distinct, but related, topics in the application of information technology for developing marketing strategy. The first emphasizes the use of appropriate tools and techniques for extracting relevant marketing information from databases and data warehouses. The second focuses on the use of Internet-based technologies for consumer market applications, including building customer relationships and brand equity.

(3 credits)

East Asia Management Program (MGT 8995)

This program runs from late May to early June each year and includes group visits to various companies in PR China and Japan. The Japan trip also incorporates home stays with individual Japanese families.

(3 credits)

Emerging Information Technologies (ITM 8191)

Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess the myriad of information technologies such as emerging computer platforms, telecommunications, networking, data management and the Internet. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.

(3 credits)

Entrepreneurial Essentials (MGT 8146)

This course is designed to set you up for entrepreneurial success regardless of your career aspirations → as a new venture entrepreneur, corporate entrepreneur, social entrepreneur, or if you choose to buy a business. We will explore the key elements that are common to all → opportunity recognition, discovering a compelling business model, performing feasibility analysis, and crafting a business plan.

(3 credits)

European Business Studies Program (MGT 8996)

This two-week course runs from late May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.

(3 credits)

Independent Study (MGT, OPS, MKT, FIN, ITM 8993, 8994)

Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.

(Credits to be determined each offering)

Information Technology Applications (ITM 8192)

The first major component of the course is the appropriate application of information technology to improve an organization's competitive position, with a particular emphasis on Internet-based, e-business applications. Topics include using information technology to reduce competitive vulnerability, to increase organizational efficiency, and to create a virtual organization. The

second major component is the examination of processes and methods for developing, acquiring, and implementing organizational and inter-organizational information systems.
(3 credits)

International Finance (FIN 8137)

This course uses cases to provide an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.
(3 credits)

International Marketing (MKT 8129)

International Marketing examines the various issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class will study global marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.
(3 credits)

Investments and Portfolio Management (FIN 8134)

This course discusses risk and return relationships that are important for investment analysis and management. The course focuses on fundamental security analysis of common stock, bonds, convertible securities, preferred stock, options, and commodities. Investment opportunities in mutual funds, real estate, and other specialized investments are covered. Portfolio management techniques also are stressed.
(3 credits)

Latin America Management Program (MGT 8997)

This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America.
(3 credits)

Management of Financial Service Institutions (FIN 8135)

The operations and management of commercial banks is the primary area of emphasis in this course. Students apply the principles of corporate finance to the analysis and management of depository financial institutions. The course concentrates on: (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions.
(3 credits)

Management of High Performing Organizations (OPS 8164)

Today's high performing service and manufacturing organizations are faced with a stunning array of "best practices" from which to choose. This course surveys a number of contemporary practices, developing a framework for assessing which are most appropriate for a particular organization in achieving a competitive advantage. It includes both hands-on application of best practices to issues in your organization, as well as discussion of their strategic role. The

particular practices included in the course will be tailored to the needs of the participants, but may include the following: quality management, JIT, Theory of Constraints, reengineering, process analysis, benchmarking, statistical process control, fast product development, and cycle time reduction.

(3 credits)

Management of Services (OPS 8166)

The service sector of the U.S. economy now accounts for more than 68% of the GDP and 71% of employment. This includes such services as financial, health care, transportation, consulting, food, recreation, entertainment, retail, legal, government, business support, utilities, as well as those services internal to manufacturing such as human resources, accounting, purchasing, information, legal, marketing, and administration. The aim of this course is to take a strategic perspective on ways to manage the resources and processes involved in producing the service outputs of these kinds of organizations. This will involve issues of strategy, capacity, staffing and scheduling, innovation, and the use of technology. Specific issues addressed include: design of innovative services; service quality, including the importance of defections and service recovery; service strategies; examining the service encounter: facilities, waiting, human interaction, use of technology, productivity; and service capacity and demand management.

(3 credits)

Managing e-Operations and the Supply Chain (OPS 8261)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains, in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: identification of supply chain design with product and process development; identification and implementation of ERP systems; supply chain integration with e-business strategies; strategic partnering and outsourcing; and supply chain dynamics.

(3 credits)

Marketing Communications (MKT 8123)

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students' understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.

(3 credits)

Marketing Research (MKT 8121)

This course includes topics such as information systems, syndicated data services, secondary and primary data collection, and data analysis and interpretation. Student groups follow the process of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.

(3 credits)

Marketing Strategy & Planning (MKT 8126)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.
(3 credits)

Negotiations (MGT 8360)

Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the theoretical, conceptual and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.
(3 credits)

Project Management (OPS 8165)

Many professional assignments are projects, including research and development studies, advertising campaigns, installation of new equipment, construction projects and consulting assignments. Project management is an often-used management technique for accomplishing specialized missions or work, when the normal organizational structure of methods of assignment is not sufficiently responsive, flexible or effective. This course is designed to convey the tools and methods to be effective in managing projects and leading the people responsible for executing the tasks that comprise a project. It emphasizes development of both technical skills, such as the use of PERT, CPM and Microsoft Project to manage the activities in a project, and skills in managing project teams. Specific topics include: project planning, project scheduling, development of contingency plans, resource allocation, Microsoft Project, project monitoring and information systems, project control, management of project teams, project organization, role of the project manager, and conflict resolution.
(3 credits)

Strategic Management of Technology (OPS 8168)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continues to decrease, the market place becomes increasing global, and the pace of technological change accelerates. As a result, organizations in all industries are searching for ways to improve and enhance their competitiveness and attain world-class standards. Firms typically enhance their competitiveness by developing new products and services, and/or developing new processes for producing and delivering products and services. This course focuses on the strategic role technology plays in the pursuit of obtaining a sustainable competitive advantage. More specifically, this course is organized into the following four modules: process technology and its relationship to strategy; managing product and process development; process evaluation, selection, and implementation; and emerging technologies.
(3 credits)

Topics in Management (MGT 8114)

This course addresses contemporary topics in management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.
(3 credits)

Topics in Marketing (MKT 8125)

This course addresses contemporary topics in marketing that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Operations Management (OPS 8162)

This course addresses contemporary topics in operations management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Value Creation (FIN 8139)

Value creation, in the context of financial management, is the process by which companies earn returns on the capital invested in excess of the cost of that capital. A manager's financial goal is to maximize the creation of economic values. This course explores operating and financial strategies for creating value and links those strategies to valuation models for planning and controlling results. Three prominent models are used to compute valuations including EVA, CFROI and the Ferner Model. Readings are assigned from such well-known authors as William Fruhan, Alfred Rappaport, and Bennett Steward, author of *Quest for Value*, the text used in this course.

(3 credits)

Charlotte Evening Curriculum

Year 1

Semester 1 (Fall)

Credit Hours

MGT 4140 Financial Accounting	3
MGT 4130 Quantitative Methods	4.5
MGT 4150 Personal & Team Development	1.5

Semester 2 (Spring)

MGT 4110 Behavior and Leadership in Organizations	3
MGT 4143 Managerial Accounting	3
MGT 4160 Managerial Economics	3

Semester 3 (Summer)

FIN 4154 Financial Management	3
MKT 4103 Marketing Management	3
OPS 4184 Operations Management	3

Year 2

Semester 4 (Fall)

ITM 4190 Information Technology Management	3
MGT 4161 Macroeconomics	3
FIN 4160 Financial Management II	1.5
MGT 4270 Ethical Decision-Making	1.5

Semester 5 (Spring)

MGT 4120 International Business	3
MGT 4122 Global Strategic Management	4.5
MGT 4210 Business Law	1.5

Semester 6 (Summer)

Elective or International Study	3
Elective	3
Elective	3

Total Credit Hours

54

Charlotte Evening Course Descriptions

Required Courses

Behavior & Leadership in Organizations (MGT 4110)

This course is aimed at providing concepts, theoretical underpinnings and a framework for understanding the attitudes and behavior of people at work in the context of formal organizations. To some extent, it seeks to provide an understanding of the structure, dynamics and behavior of organizations themselves. It attends separately to four levels of analysis - the individual, interpersonal relationships, groups and the overall organization - but also builds on the experiences of students and the instructor to tie these levels together to make the knowledge gained genuinely useful in the managerial/leadership process.
(3 credits)

Business Law (MGT 4210)

A survey of legal subjects which managers frequently encounter in their careers and with which every manager should be conversant, including: corporate governance, employment discrimination, sexual harassment, government regulation and other subjects current to the management environment. In addition, the student will learn the sources of American law, how the legal system works, particularly in a litigation context, and will garner an appreciation for the limits and logic of management law.
(1.5 credits)

Financial Accounting (MGT 4140)

The ability to use and manage information, both financial and non-financial, is becoming the key to success in today's business environment. As accounting is the language of business, it is imperative that managers understand accounting systems and accounting information. This course focuses on how financial information is prepared for external users (financial accounting), how to interpret the information provided in externally oriented financial reports and how managers can use this information in their decision-making processes. The accounting cycle, financial reports and the impact of accounting alternatives on reported financial information are the main focus of this course.
(3 credits)

Financial Management (FIN 4154)

Financial Management examines the conceptual and practical issues involved in contemporary financial management. Primary emphasis is placed on the development of analytical tools needed by financial managers seeking to maximize shareholder value. Topics covered include financial statement analysis, working capital management, risk measurement, valuation, capital structure, cost of capital, capital budgeting, dividend policy, and financing alternatives. Additional topics frequently covered in this course include the use of derivative securities, international financial management, mergers, acquisitions and corporate restructuring, and the instruments and operation of the money and capital markets.
(3 credits)

Global Strategic Management (MGT 4122)

As the economic world becomes increasingly interdependent, strategic management can no longer be considered primarily in a domestic setting. As firms increase their global involvement, managing across countries and cultures places an increasing burden on managerial capabilities.

The Global Strategic Management course has been designed to acquaint students with managing strategies and organizations in a global context. The course exposes students to concepts and frameworks for strategy formulation, industry and competitor analysis, impact of public policy on strategic management, organizational configurations and contexts, cross-cultural/comparative management, transitional management and strategic control.
(4.5 credits)

Information Technology Management (ITM 4190)

Information is a critical organizational resource. This course provides frameworks for evaluating a firm's portfolio of information technology investments and alternatives; for identifying future opportunities for business transformation, and for managing information technology resources within the organization. Topics include the use of information systems (IS) for competitive advantage, the role and organization of the IS function in the firm, options for sourcing IS, the management of IS projects, and recent technological advances.
(3 credits)

International Business (MGT 4120)

Perspectives on Global Business introduces students to the special problems and complexities of operating in the global marketplace. The course stresses basic, fundamental concepts and issues that all international business managers should know, and, to accomplish this objective, a cross-functional approach is taken. To some extent, the course deals with issues in the fields of international accounting, economics, finance, law, marketing, organizational design and behavior, politics, production and strategy. The course does not typically address these fields separately but instead stresses integration within an international business context.
(3 credits)

Macroeconomics (MGT 4161)

A study of the causes and consequences of growth, unemployment, inflation and business cycles in the domestic U.S. economy is intertwined with world trade, international flow of funds, domestic monetary and fiscal policy, and international political-economic events. Macroeconomic models are heavily used and continuously confronted with actual past performance of U.S. and world economies and present macroeconomic conditions. Topics include whether deficits matter, exchange-rate fluctuations, the international debt crisis, monetary policy activism and business cycle forecasting.
(3 credits)

Managerial Accounting (MGT 4143)

The second half of the core accounting course sequence focuses on the generation, maintenance and interpretation of the internally generated financial information (management accounting) that is necessary for effective managerial decision-making. Course topics include cost behavior, relevant costing, cost information systems, capital budgeting and resource allocation.
(3 credits)

Managerial Economics (MGT 4160)

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Topics include the goal of the firm, capital budgeting, consumer demand, the empirical estimation of demand, production and costs, pricing, and profit maximization under various industry structures. These fundamentals provide a better understanding of the microeconomic environments faced by managers in making strategic business decisions.
(3 credits)

Marketing Management (MKT 4103)

Marketing Management is structured around the central business goal of maximizing enterprise value. As a discipline, marketing contributes to enterprise value by delivering customer value profitably. All topics addressed in the course demonstrate how firms deliver customer value in both consumer and business-to-business marketplaces. Emphasis is placed on the managerial activities of strategic planning, market and competitive analyses, customer behavior evaluation, value assessment, market segmentation, targeting, positioning, and marketing mix design. Instruction features case discussions, lectures, team exercises, a student project and presentation, and a computer simulation game.

(3 credits)

Operations Management (OPS 4184)

The competitive environment is fiercer than ever, resources are tighter, customers are more discriminating and the pressure to do more with less is intensifying. Additionally, recent marketplace trends such as rapidly evolving product and process technology, unbridled globalization of markets, shortening product life cycles, increasingly pervasive impact of information technology and the urgency to deliver ever-increasing customer value are often creating a seemingly insurmountable challenge for businesses to survive. Now, more than ever, firms must continually reassess their competitive operations strategies to maintain their competitiveness in the global marketplace. This course is about using operations to compete and win a sustainable competitive advantage in the marketplace. The course will focus on the management of various transformation processes that organizations use to change inputs, such as labor, capital and raw materials, into both products and services. Issues to be discussed range from the strategic to the tactical.

(3 credits)

Personal & Team Development (MGT 8450)

This course focuses on improving the performance (during the program and afterwards) of every student and every team. Through self-assessment, reflection, planning, and self-discipline, this course encourages the student to expand his/her desire and capacity for discerning a sense of purpose, attaining goals through focused self-discipline and effective teamwork, and improving their self-awareness.

(1.5 credits)

Quantitative Methods I (MGT 4130)

It is all too common for decision-makers in today's modern business world to be overwhelmed by the vast amount of data our computer systems accumulate about customers, products, markets, and internal operations. Therefore, the purpose of this course is to acquaint you with some important quantitative modeling tools that will enhance your ability to effectively use this data to better understand customers and markets, and to improve products, services, and operations. While the course consists of a combination of traditional statistics and management science topics, emphasis will be placed on the process of modeling decision-making situations from data collection to communication and implementation of the solution. As will be demonstrated, effectively using data to model a decision-making situation requires the analyst to consider how the data will be obtained, what forms of analysis are most relevant, what assumptions are being made, what the results really mean, and what the limitations of the analysis are. Topics in this portion of the course typically include an overview of basic probability theory, descriptive statistics, decision analysis, regression analysis, and hypothesis testing.

(4.5 credits)

Quantitative Methods II (MGT 4131)

This second course in the quantitative methods sequence builds on the foundation created in the first course. This portion often focuses on the use of management science modeling techniques including Monte Carlo simulation and optimization.

(1.5 credits)

Electives

Students have an opportunity to choose from the elective courses that will be offered this semester. Elective choices will probably be in the areas of negotiations, finance, operations/IT, and marketing.

(3 credits)

Elective Courses

All of the courses listed are not offered each year - check the current schedule

Advanced Financial Management (FIN 4155)

This case-based class focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered.

(3 credits)

Asia Management Program – India (MGT 4204)

The India program is an experiential course designed to familiarize participants with the challenges and opportunities of doing business in, and with, one of the world's largest emerging economies. The program includes visits to, and discussions with, various Indian and multinational companies and managers in locations throughout India. The program also includes visits to major historical and cultural sites as part of the educational experience.

(3 credits)

Business-to-Business Marketing (MKT 4105)

This course encompasses management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and institutional customers in traditional and Internet markets. There are four guiding principles of business-to-business marketing: make value the cornerstone, focus on business processes, emphasize doing business across borders, and accentuate working relationships and business networks. As 80% of current Internet transactions are business-to-business (B2B), the course will pay particular attention to emerging models, strategies and examples from the "New Economy." Students will learn techniques of value assessment and methods for devising innovative value propositions. Classes are set in a seminar format, featuring the discussion of articles and analyses of management cases, a negotiation exercise, and a business market simulation game.

(3 credits)

Capital Markets & Institutions (FIN 4156)

This course is about financial or capital markets - how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major

topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 credits)

Database & Internet Marketing (MKT 4206)

This course covers two distinct, but related, topics in the application of information technology for developing marketing strategy. The first emphasizes the use of appropriate tools and techniques for extracting relevant marketing information from databases and data warehouses. The second focuses on the use of Internet-based technologies for consumer market applications, including building customer relationships and brand equity.

(3 credits)

East Asia Management Program (MGT 4201)

This program runs from late May to early June each year and includes group visits to various companies in PR China and Japan. The Japan trip also incorporates home stays with individual Japanese families.

(3 credits)

Emerging Information Technologies (ITM 4191)

Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess the myriad of information technologies such as emerging computer platforms, telecommunications, networking, data management and the Internet. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.

(3 credits)

Entrepreneurial Essentials (ENT 4146)

This course is designed to set you up for entrepreneurial success regardless of your career aspirations → as a new venture entrepreneur, corporate entrepreneur, social entrepreneur, or if you choose to buy a business. We will explore the key elements that are common to all → opportunity recognition, discovering a compelling business model, performing feasibility analysis, and crafting a business plan.

(3 credits)

Entrepreneurship & Venture Formation (MGT 4112)

During the past several decades, entrepreneurship has taken an elevated role throughout the world. Eastern Europe, for example, views the revitalization of entrepreneurship as crucial to establishing a free market economy. This course explores key characteristics of the entrepreneur and contrasts these characteristics to those of a manager of a large bureaucratic organization. Who is the entrepreneur? How does one become a successful entrepreneur? How can the entrepreneurial spirit remain viable in established organizations? How does one manage the growth phases of an entrepreneurial firm? Students consider these issues through the writings of important authors, discussion with visitors, and case analysis involving successful and unsuccessful entrepreneurs.

(3 credits)

European Business Studies Program (MGT 4202)

This two-week course runs from late May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.
(3 credits)

Independent Study (MGT, OPS, MKT, FIN, ITM 4170)

Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.
(Credits to be determined each offering)

Information Technology Applications (ITM 4192)

The first major component of the course is the appropriate application of information technology to improve an organization's competitive position, with a particular emphasis on Internet-based, e-business applications. Topics include using information technology to reduce competitive vulnerability, to increase organizational efficiency, and to create a virtual organization. The second major component is the examination of processes and methods for developing, acquiring, and implementing organizational and inter-organizational information systems.
(3 credits)

International Finance (FIN 4157)

This course uses cases to provide an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.
(3 credits)

International Marketing (MKT 4106)

International Marketing examines the various issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class will study global marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.
(3 credits)

Investments & Portfolio Management (FIN 4152)

This course discusses risk and return relationships that are important for investment analysis and management. The course focuses on fundamental security analysis of common stock, bonds, convertible securities, preferred stock, options, and commodities. Investment opportunities in mutual funds, real estate, and other specialized investments are covered. Portfolio management techniques also are stressed.
(3 credits)

Latin America Management Program (MGT 4203)

This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America.

(3 credits)

Management of Financial Service Institutions (FIN 4158)

The operations and management of commercial banks is the primary area of emphasis in this course. Students apply the principles of corporate finance to the analysis and management of depository financial institutions. The course concentrates on: (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions.

(3 credits)

Management of High Performing Organizations (OPS 4185)

Today's high performing service and manufacturing organizations are faced with a stunning array of "best practices" from which to choose. This course surveys a number of contemporary practices, developing a framework for assessing which are most appropriate for a particular organization in achieving a competitive advantage. It includes both hands-on application of best practices to issues in your organization, as well as discussion of their strategic role. The particular practices included in the course will be tailored to the needs of the participants, but may include the following: quality management, JIT, Theory of Constraints, reengineering, process analysis, benchmarking, statistical process control, fast product development, and cycle time reduction.

(3 credits)

Management of Services (OPS 4183)

The service sector of the U.S. economy now accounts for more than 68% of the GDP and 71% of employment. This includes such services as financial, health care, transportation, consulting, food, recreation, entertainment, retail, legal, government, business support, utilities, as well as those services internal to manufacturing such as human resources, accounting, purchasing, information, legal, marketing, and administration. The aim of this course is to take a strategic perspective on ways to manage the resources and processes involved in producing the service outputs of these kinds of organizations. This will involve issues of strategy, capacity, staffing and scheduling, innovation, and the use of technology. Specific issues addressed include: design of innovative services; service quality, including the importance of defections and service recovery; service strategies; examining the service encounter: facilities, waiting, human interaction, use of technology, productivity; and service capacity and demand management.

(3 credits)

Managing e-Operations & the Supply Chain (OPS 4186)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains, in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: identification of supply chain design with

product and process development; identification and implementation of ERP systems; supply chain integration with e-business strategies; strategic partnering and outsourcing; and supply chain dynamics.

(3 credits)

Marketing Communications (MKT 4107)

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students' understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.

(3 credits)

Marketing Research (MKT 4108)

This course includes topics such as information systems, syndicated data services, secondary and primary data collection, and data analysis and interpretation. Student groups follow the process of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.

(3 credits)

Marketing Strategy & Planning (MKT 4109)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.

(3 credits)

Negotiations (MGT 4360)

Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the theoretical, conceptual and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.

(3 credits)

Project Management (OPS 4187)

Many professional assignments are projects, including research and development studies, advertising campaigns, installation of new equipment, construction projects and consulting assignments. Project management is an often-used management technique for accomplishing specialized missions or work, when the normal organizational structure of methods of assignment is not sufficiently responsive, flexible or effective. This course is designed to convey the tools and methods to be effective in managing projects and leading the people responsible for executing the tasks that comprise a project. It emphasizes development of both technical skills, such as the use of PERT, CPM and Microsoft Project to manage the activities in a project, and skills in managing project teams. Specific topics include: project planning, project scheduling, development of contingency plans, resource allocation, Microsoft Project, project monitoring and information systems, project control, management of project teams, project organization, role of the project manager, and conflict resolution.

(3 credits)

Strategic Management of Technology (OPS 4188)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continues to decrease, the market place becomes increasing global, and the pace of technological change accelerates. As a result, organizations in all industries are searching for ways to improve and enhance their competitiveness and attain world-class standards. Firms typically enhance their competitiveness by developing new products and services, and/or developing new processes for producing and delivering products and services. This course focuses on the strategic role technology plays in the pursuit of obtaining a sustainable competitive advantage. More specifically, this course is organized into the following four modules: process technology and its relationship to strategy; managing product and process development; process evaluation, selection, and implementation; and emerging technologies.

(3 credits)

Topics in Finance (FIN 4153)

This course addresses contemporary topics in finance that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Management (MGT 4142)

This course addresses contemporary topics in management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Marketing (MKT 4102)

This course addresses contemporary topics in marketing that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Operations Management (OPS 4182)

This course addresses contemporary topics in operations management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Value Creation (FIN 4159)

Value creation, in the context of financial management, is the process by which companies earn returns on the capital invested in excess of the cost of that capital. A manager's financial goal is to maximize the creation of economic values. This course explores operating and financial strategies for creating value and links those strategies to valuation models for planning and controlling results. Three prominent models are used to compute valuations including EVA, CFROI and the Ferner Model. Readings are assigned from such well-known authors as William Fruhan, Alfred Rappaport, and Bennett Steward, author of *Quest for Value*, the text used in this course.

(3 credits)

Charlotte Saturday Curriculum

The Charlotte evening program is designed to couple a solid grounding in general management with advanced functional expertise. The program consists of 54 semester credit hours.

Year 1

Semester 1 (Spring) Credit Hours

- MGT 4610 Behavior and Leadership in Organizations 3
- MGT 4640 Financial Accounting 3
- MGT 4631 Quantitative Methods I 3

Semester 2 (Summer)

- MGT 4641 Managerial Accounting 3
- MGT 4662 Managerial Economics 3
- MGT 4632 Quantitative Methods II 1.5
- MGT 4611 Leading Change 1.5

Semester 3 (Fall)

- FIN 4650 Financial Management 4.5
- MKT 4604 Marketing Management 4.5

Year 2

Semester 4 (Spring)

- MGT 4663 Business Law 1.5
- ITM 4690 Information Technology Management 3
- OPS 4683 Operations Management 4.5

Semester 5 (Summer)

- MGT 4661 Macroeconomics: Markets, Models & Policy 3
- Electives (2) 6

Semester 6 (Fall)

- MGT 4620 Global Strategic Management 3
- MGT 4623 Perspectives on Global Business 3
- Elective (1) 3

Total Credit Hours 54

Charlotte Saturday Course Descriptions

YEAR 1

Semester 1 (Spring)

Behavior & Leadership in Organizations (MGT 4610)

This course is aimed at providing concepts, theoretical underpinnings and a framework for understanding the attitudes and behavior of people at work in the context of formal organizations. To some extent, it seeks to provide an understanding of the structure, dynamics and behavior of organizations themselves. It attends separately to four levels of analysis - the individual, interpersonal relationships, groups and the overall organization - but also builds on the experiences of students and the instructor to tie these levels together to make the knowledge gained genuinely useful in the managerial/leadership process.

(3 credits)

Financial Accounting (MGT 4640)

The ability to use and manage information, both financial and non-financial, is becoming the key to success in today's business environment. As accounting is the language of business, it is imperative that managers understand accounting systems and accounting information. This course focuses on how financial information is prepared for external users (financial accounting), how to interpret the information provided in externally oriented financial reports and how managers can use this information in their decision-making processes. The accounting cycle, financial reports and the impact of accounting alternatives on reported financial information are the main focus of this course.

(3 credits)

Quantitative Methods I (MGT 4631)

It is all too common for decision-makers in today's modern business world to be overwhelmed by the vast amount of data our computer systems accumulate about customers, products, markets, and internal operations. Therefore, the purpose of this course is to acquaint you with some important quantitative modeling tools that will enhance your ability to effectively use this data to better understand customers and markets, and to improve products, services, and operations. While the course consists of a combination of traditional statistics and management science topics, emphasis will be placed on the process of modeling decision-making situations from data collection to communication and implementation of the solution. As will be demonstrated, effectively using data to model a decision-making situation requires the analyst to consider how the data will be obtained, what forms of analysis are most relevant, what assumptions are being made, what the results really mean, and what the limitations of the analysis are. Topics in this portion of the course typically include an overview of basic probability theory, descriptive statistics, decision analysis, regression analysis, and hypothesis testing.

(3 credits)

Semester 2 (Summer)

Leading Change (MGT 4611)

The focus of this course is applying the knowledge, understanding and insights gained in Behavior and Leadership in Organizations. It emphasizes the topics of team building, conflict management, and approaches to self-management and organizational development. The pedagogical method for dealing with these topics is highly experiential as it is generally recognized among learning theorists that skill-building is most effectively accomplished when one takes an active part in the learning.

(1.5 credits)

Managerial Accounting (MGT 4641)

The second half of the core accounting course sequence focuses on the generation, maintenance and interpretation of the internally generated financial information (management accounting) that is necessary for effective managerial decision-making. Course topics include cost behavior, relevant costing, cost information systems, capital budgeting and resource allocation.

(3 credits)

Managerial Economics (MGT 4662)

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Topics include the goal of the firm, capital budgeting, consumer demand, the empirical estimation of demand, production and costs, pricing, and profit maximization under various industry structures. These fundamentals provide a better understanding of the microeconomic environments faced by managers in making strategic business decisions.

(3 credits)

Quantitative Methods II (MGT 4632)

This second course in the quantitative methods sequence builds on the foundation created in the first course. This portion often focuses on the use of management science modeling techniques including Monte Carlo simulation and optimization.

(1.5 credits)

Semester 3 (Fall)

Financial Management (FIN 4650)

Financial Management examines the conceptual and practical issues involved in contemporary financial management. Primary emphasis is placed on the development of analytical tools needed by financial managers seeking to maximize shareholder value. Topics covered include financial statement analysis, working capital management, risk measurement, valuation, capital structure, cost of capital, capital budgeting, dividend policy, and financing alternatives. Additional topics frequently covered in this course include the use of derivative securities, international financial management, mergers, acquisitions and corporate restructuring, and the instruments and operation of the money and capital markets.

(4.5 credits)

Marketing Management (MKT 4604)

Marketing Management is structured around the central business goal of maximizing enterprise value. As a discipline, marketing contributes to enterprise value by delivering customer value profitably. All topics addressed in the course demonstrate how firms deliver customer value in both consumer and business-to-business marketplaces. Emphasis is placed on the managerial activities of strategic planning, market and competitive analyses, customer behavior evaluation,

value assessment, market segmentation, targeting, positioning, and marketing mix design. Instruction features case discussions, lectures, team exercises, a student project and presentation, and a computer simulation game.

(4.5 credits)

YEAR 2

Semester 4 (Spring)

Business Law (MGT 4663)

A survey of legal subjects which managers frequently encounter in their careers and with which every manager should be conversant, including: corporate governance, employment discrimination, sexual harassment, government regulation and other subjects current to the management environment. In addition, the student will learn the sources of American law, how the legal system works, particularly in a litigation context, and will garner an appreciation for the limits and logic of management law.

(1.5 credits)

Information Technology Management (ITM 4690)

Information is a critical organizational resource. This course provides frameworks for evaluating a firm's portfolio of information technology investments and alternatives; for identifying future opportunities for business transformation, and for managing information technology resources within the organization. Topics include the use of information systems (IS) for competitive advantage, the role and organization of the IS function in the firm, options for sourcing IS, the management of IS projects, and recent technological advances.

(3 credits)

Operations Management (OPS 4683)

The competitive environment is fiercer than ever, resources are tighter, customers are more discriminating and the pressure to do more with less is intensifying. Additionally, recent marketplace trends such as rapidly evolving product and process technology, unbridled globalization of markets, shortening product life cycles, increasingly pervasive impact of information technology and the urgency to deliver ever-increasing customer value are often creating a seemingly insurmountable challenge for businesses to survive. Now, more than ever, firms must continually reassess their competitive operations strategies to maintain their competitiveness in the global marketplace. This course is about using operations to compete and win a sustainable competitive advantage in the marketplace. The course will focus on the management of various transformation processes that organizations use to change inputs, such as labor, capital and raw materials, into both products and services. Issues to be discussed range from the strategic to the tactical.

(4.5 credits)

Semester 5 (Summer)

Macroeconomics: Markets, Models & Policy (MGT 4661)

A study of the causes and consequences of growth, unemployment, inflation and business cycles in the domestic U.S. economy is intertwined with world trade, international flow of funds, domestic monetary and fiscal policy, and international political-economic events. Macroeconomic models are heavily used and continuously confronted with actual past performance of U.S. and world economies and present macroeconomic conditions. Topics include

whether deficits matter, exchange-rate fluctuations, the international debt crisis, monetary policy activism and business cycle forecasting.
(3 credits)

Electives

Students have an opportunity to choose from the elective courses that will be offered this semester. Elective choices will probably be in the areas of negotiations, finance, operations/IT, and marketing. . Students also may choose to participate in one of the program's international study tours to PR China, Japan or Oxford University in England; a trip to Vienna, Austria; Budapest, Hungary; and Prague in the Czech Republic; or a trip to cities in France and Germany.
(3 credits)

Semester 6 (Fall)

Global Strategic Management (MGT 4620)

As the economic world becomes increasingly interdependent, strategic management can no longer be considered primarily in a domestic setting. As firms increase their global involvement, managing across countries and cultures places an increasing burden on managerial capabilities. The Global Strategic Management course has been designed to acquaint students with managing strategies and organizations in a global context. The course exposes students to concepts and frameworks for strategy formulation, industry and competitor analysis, impact of public policy on strategic management, organizational configurations and contexts, cross-cultural/comparative management, transitional management and strategic control
(3 credits)

Perspectives on Global Business (MGT 4623)

Perspectives on Global Business introduces students to the special problems and complexities of operating in the global marketplace. The course stresses basic, fundamental concepts and issues that all international business managers should know, and, to accomplish this objective, a cross-functional approach is taken. To some extent, the course deals with issues in the fields of international accounting, economics, finance, law, marketing, organizational design and behavior, politics, production and strategy. The course does not typically address these fields separately but instead stresses integration within an international business context.
(3 credits)

Elective

Students have an opportunity to choose from elective courses that will be offered this semester probably in the areas of entrepreneurship and advanced finance
(3 credits)

Elective Courses

All of the courses listed are not offered each year - check the current schedule

Advanced Financial Management (FIN 4651)

This case-based class focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered.
(3 credits)

Asia Management Program – India (MGT 4704)

The India program is an experiential course designed to familiarize participants with the challenges and opportunities of doing business in, and with, one of the world's largest emerging economies. The program includes visits to, and discussions with, various Indian and multinational companies and managers in locations throughout India. The program also includes visits to major historical and cultural sites as part of the educational experience.

(3 credits)

Business-to-Business Marketing (MKT 4605)

This course encompasses management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and institutional customers in traditional and Internet markets. There are four guiding principles of business-to-business marketing: make value the cornerstone, focus on business processes, emphasize doing business across borders, and accentuate working relationships and business networks. As 80% of current Internet transactions are business-to-business (B2B), the course will pay particular attention to emerging models, strategies and examples from the "New Economy." Students will learn techniques of value assessment and methods for devising innovative value propositions. Classes are set in a seminar format, featuring the discussion of articles and analyses of management cases, a negotiation exercise, and a business market simulation game.

(3 credits)

Capital Markets & Institutions (FIN 4656)

This course is about financial or capital markets - how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 credits)

Database & Internet Marketing (MKT 4609)

This course covers two distinct, but related, topics in the application of information technology for developing marketing strategy. The first emphasizes the use of appropriate tools and techniques for extracting relevant marketing information from databases and data warehouses. The second focuses on the use of Internet-based technologies for consumer market applications, including building customer relationships and brand equity.

(3 credits)

East Asia Management Program (MGT 4701)

This program runs from late May to early June each year and includes group visits to various companies in PR China and Japan. The Japan trip also incorporates home stays with individual Japanese families.

(3 credits)

Emerging Information Technologies (ITM 4691)

Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess the myriad of information technologies such as emerging computer platforms, telecommunications, networking, data management and the Internet. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.

(3 credits)

Entrepreneurship & Venture Formation (ENT 4612)

During the past several decades, entrepreneurship has taken an elevated role throughout the world. Eastern Europe, for example, views the revitalization of entrepreneurship as crucial to establishing a free market economy. This course explores key characteristics of the entrepreneur and contrasts these characteristics to those of a manager of a large bureaucratic organization. Who is the entrepreneur? How does one become a successful entrepreneur? How can the entrepreneurial spirit remain viable in established organizations? How does one manage the growth phases of an entrepreneurial firm? Students consider these issues through the writings of important authors, discussion with visitors, and case analysis involving successful and unsuccessful entrepreneurs.

(3 credits)

European Business Studies Program (MGT 4702)

This two-week course runs from late May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.

(3 credits)

Independent Study (MGT, OPS, MKT, FIN, ITM 4671)

Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.

(Credits to be determined each offering)

Information Technology Applications (ITM 4692)

The first major component of the course is the appropriate application of information technology to improve an organization's competitive position, with a particular emphasis on Internet-based, e-business applications. Topics include using information technology to reduce competitive vulnerability, to increase organizational efficiency, and to create a virtual organization. The second major component is the examination of processes and methods for developing, acquiring, and implementing organizational and inter-organizational information systems.

(3 credits)

International Finance (FIN 4657)

This course uses cases to provide an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.

(3 credits)

International Marketing (MKT 4606)

International Marketing examines the various issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class will study global

marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.
(3 credits)

Investments & Portfolio Management (FIN 4654)

This course discusses risk and return relationships that are important for investment analysis and management. The course focuses on fundamental security analysis of common stock, bonds, convertible securities, preferred stock, options, and commodities. Investment opportunities in mutual funds, real estate, and other specialized investments are covered. Portfolio management techniques also are stressed.

(3 credits)

Latin America Management Program (MGT 4703)

This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America.

(3 credits)

Management of Financial Service Institutions (FIN 4658)

The operations and management of commercial banks is the primary area of emphasis in this course. Students apply the principles of corporate finance to the analysis and management of depository financial institutions. The course concentrates on: (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions.

(3 credits)

Management of High Performing Organizations (OPS 4685)

Today's high performing service and manufacturing organizations are faced with a stunning array of "best practices" from which to choose. This course surveys a number of contemporary practices, developing a framework for assessing which are most appropriate for a particular organization in achieving a competitive advantage. It includes both hands-on application of best practices to issues in your organization, as well as discussion of their strategic role. The particular practices included in the course will be tailored to the needs of the participants, but may include the following: quality management, JIT, Theory of Constraints, reengineering, process analysis, benchmarking, statistical process control, fast product development, and cycle time reduction.

(3 credits)

Management of Services (OPS 4684)

The service sector of the U.S. economy now accounts for more than 68% of the GDP and 71% of employment. This includes such services as financial, health care, transportation, consulting, food, recreation, entertainment, retail, legal, government, business support, utilities, as well as those services internal to manufacturing such as human resources, accounting, purchasing, information, legal, marketing, and administration. The aim of this course is to take a strategic perspective on ways to manage the resources and processes involved in producing the service outputs of these kinds of organizations. This will involve issues of strategy, capacity, staffing and scheduling, innovation, and the use of technology. Specific issues addressed include: design of innovative services; service quality, including the importance of defections and service recovery;

service strategies; examining the service encounter: facilities, waiting, human interaction, use of technology, productivity; and service capacity and demand management.
(3 credits)

Managing e-Operations & the Supply Chain (OPS 4686)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains, in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: identification of supply chain design with product and process development; identification and implementation of ERP systems; supply chain integration with e-business strategies; strategic partnering and outsourcing; and supply chain dynamics.

(3 credits)

Marketing Communications (MKT 4607)

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students' understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.

(3 credits)

Marketing Research (MKT 4603)

This course includes topics such as secondary and primary data collection, and data analysis and interpretation. Student groups follow the process of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.

(1.5 credits)

Marketing Strategy & Planning (MKT 4608)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.

(3 credits)

Negotiations (MGT 4613)

Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the

theoretical, conceptual and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.

(3 credits)

Project Management (OPS 4687)

Many professional assignments are projects, including research and development studies, advertising campaigns, installation of new equipment, construction projects and consulting assignments. Project management is an often-used management technique for accomplishing specialized missions or work, when the normal organizational structure of methods of assignment is not sufficiently responsive, flexible or effective. This course is designed to convey the tools and methods to be effective in managing projects and leading the people responsible for executing the tasks that comprise a project. It emphasizes development of both technical skills, such as the use of PERT, CPM and Microsoft Project to manage the activities in a project, and skills in managing project teams. Specific topics include: project planning, project scheduling, development of contingency plans, resource allocation, Microsoft Project, project monitoring and information systems, project control, management of project teams, project organization, role of the project manager, and conflict resolution.

(3 credits)

Strategic Management of Technology (OPS 4688)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continues to decrease, the market place becomes increasing global, and the pace of technological change accelerates. As a result, organizations in all industries are searching for ways to improve and enhance their competitiveness and attain world-class standards. Firms typically enhance their competitiveness by developing new products and services, and/or developing new processes for producing and delivering products and services. This course focuses on the strategic role technology plays in the pursuit of obtaining a sustainable competitive advantage. More specifically, this course is organized into the following four modules: process technology and its relationship to strategy; managing product and process development; process evaluation, selection, and implementation; and emerging technologies.

(3 credits)

Topics in Finance (FIN 4652)

This course addresses contemporary topics in finance that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular contents of the course may vary each time the course is offered.

(3 credits)

Topics in Management (MGT 4622)

This course addresses contemporary topics in management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Marketing (MKT 4602)

This course addresses contemporary topics in marketing that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Topics in Operations Management (OPS 4682)

This course addresses contemporary topics in operations management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 credits)

Value Creation (FIN 4659)

Value creation, in the context of financial management, is the process by which companies earn returns on the capital invested in excess of the cost of that capital. A manager's financial goal is to maximize the creation of economic values. This course explores operating and financial strategies for creating value and links those strategies to valuation models for planning and controlling results. Three prominent models are used to compute valuations including EVA, CFROI and the Ferner Model. Readings are assigned from such well-known authors as William Fruhan, Alfred Rappaport, and Bennett Steward, author of *Quest for Value*, the text used in this course.

(3 credits)

Graduate Programs Certification and Evaluation Document

I. The Certification Committee

I.a Purpose. This document sets forth the certification and evaluation requirements and policies for the graduate programs at Wake Forest University Schools of Business.⁵ The administration of these requirements and policies is the responsibility of the dean of the Schools of Business. The dean, at his/her discretion, may delegate these responsibilities to the Certification Committees or, in special circumstances, to any other committee.

The MBA/MA Certification Committee is composed of five voting faculty members appointed by the dean (one will act as chairperson) and other non-voting members that may include the senior associate dean of students, associate dean of student services, associate dean for working professional programs, the directors of the Full-time MBA and the Master of Arts in Management programs, director of admissions, and others as deemed necessary, or designees as deemed appropriate. Decisions of this committee shall be made according to the majority vote of those present and voting. Electronic voting is permissible.

The MSA Certification Committee is composed of the four voting accounting faculty members on the MSA Admissions Committee, and other non-voting members that may include the director of student affairs and others as deemed necessary, or designees as deemed appropriate. Decisions of this committee shall be made according to the majority vote of those present and voting. Electronic voting is permissible.

I.b Duties. The duties of the Certification Committees upon delegation by the dean are:

1. To interpret the certification documents for each of the school's graduate degree programs.
2. To monitor the academic progress of each student in each of the school's graduate degree programs and impose requirements to remedy academic deficiencies.
3. To approve specialized courses of study (e.g., individualized reading courses, research projects, directed study courses, etc.) and course and inter-program transfers.
4. To certify that students have met their respective program's minimum requirements for graduation.
5. To certify all candidates for degrees and certificates on behalf of the Schools of Business faculty.
6. To review and adjudicate petitions for readmission to the school's graduate programs from students who withdrew, were dismissed or took a leave of absence.

⁵ The certification and evaluation requirements and policies for the undergraduate programs at Schools of Business are the responsibility of the college.

7. To perform other duties relevant to the administration of the certification and evaluation process as might be requested by the faculty and as might be assigned by the dean.

II. General Requirements and Procedures

II.a General. Students may participate in graduate programs only on a full-time basis. For purposes of the Schools of Business, a full-time basis is defined as enrolling in a minimum of nine credit hours per semester.⁶ A student in good academic standing may enroll in up to 18 credit hours per semester (15 for MSA without prior approval) and must enroll in no fewer than 4.5 credit hours per minimester.

II.b Curriculum. Specific courses required for graduation and their credit hour assignment will be provided to all students upon matriculation into the Schools of Business. Any deviation from the prescribed curriculum (i.e., specialized courses of instruction) must be approved by the Certification Committee. It is expected students will complete their curriculum within a five year time frame. Failure to do so may lead to students having to retake designated classes as identified by the certification committee.

II.c Probation, Suspension, and Dismissal

A student who does not achieve satisfactory academic performance in a particular semester may be subject to probation, suspension, or dismissal. A student on academic suspension is not allowed to further participate in his/her program until the Certification Committee's imposed requirements for ending the suspension have been fulfilled. A student on academic probation may continue to participate in his/her program while working to fulfill the conditions imposed by the Certification Committee that will remove him/her from probation. A student who has been dismissed is separated from his or her program.

If a student is placed on academic probation or suspension, the Certification Committee may impose special requirements to remedy deficiencies in the student's academic preparation and/or require the student to raise his/her cumulative academic performance to the minimum performance standards. These requirements may include additional course work either within the Schools of Business, elsewhere in Wake Forest University or at another institution, meeting with the associate dean of student services or his/her designee, and other requirements as deemed appropriate.⁷ The Certification Committee also may require higher than minimum academic performance in future course work.

⁶ The only exception to the nine hour minimum enrollment requirement is for a working professional student who enrolls in an international trip during the fall or spring semester. In this instance, the student must enroll in at least six credit hours in his/her final summer semester.

⁷ For cohort-based programs, if a student misses a significant amount of work (due to medical or other reasons), he/she may be asked to repeat the academic year if it is not practically feasible to remediate the missed work in a prompt fashion.

Dismissal. All students are expected to put forth their best efforts in contributing to their experience and that of their colleagues at the Schools of Business. Bases for dismissal can include, but are not limited to:

1. Failure to meet the criteria for continuation as outlined in section III.c.
2. Failure to satisfy the conditions imposed by the Certification Committee for removal from probation or suspension.
3. When recommended by the instructor, for failure to attend class.
4. Being found guilty of an honor code violation or other disciplinary action.

A student who is dismissed from the school must clear all accounts with the University Financial and Accounting Services office.

II.d Appeal. A student who has been dismissed from a program shall have the right to petition for reinstatement one time only. Petitions for reinstatement must be submitted to the Certification Committee of the Schools of Business within five business days of receipt of notification of dismissal. The petition must be a written document that (a) requests reinstatement, (b) discusses in detail the extenuating or mitigating circumstances that led to dismissal, and (c) proposes and describes a course of remedial action that will enable the student to restore and maintain good standing in his/her program. A student may make a written request for a personal appearance before the Certification Committee to support his or her written petition. The request for a personal appearance should accompany the petition for reinstatement.

If the petition for reinstatement is denied, no further appeals will be heard by the Certification Committee. If the petition for reinstatement is accepted and the student fails to meet the conditions for reinstatement imposed by the Certification Committee, the student will be dismissed with no option for appeal.

II.e Withdrawal from the Schools of Business. If a student desires to voluntarily withdraw from his/her program, he or she must first discuss the plans with their program director. To withdraw, a student must submit a dated, written notice to the Certification Committee, through the registrar's office, giving the date on which the withdrawal is to be effective. The statement should include a list of outside agencies to be notified, such as the Veterans Administration, loan programs, etc.

A student who withdraws must clear all accounts with the University Financial and Accounting Services office. Reimbursement of tuition and fees for the semester will be made according to University policies in effect at that time. Attendance starts from the first day of classes. Fractions of a week count as a full week.

II.f Leave of Absence. A student may request a leave of absence from his/her program director for a period of up to two years. The student must clear all accounts with the University Financial and Accounting Services office.

A student who has been granted a leave of absence must notify the Certification Committee of his/her intent to return to the school not less than 16 calendar weeks prior to the term that studies are to be resumed. Records of academic performance for returning leave of absence students will be reviewed by the Certification Committee as outlined in IV.c.

II.g Final Certification Process. The Certification Committee will review the record of academic performance of a student once the student has completed the course requirements specified in his/her academic plan. If a student has earned a passing grade in all required courses, earned the required number of graduation credits, and accumulated a grade point average of 3.0 or above across all graded activities, the committee will certify the student for graduation on behalf of the Schools of Business faculty. Degrees are conferred by the University's Board of Trustees.

III. Performance Evaluation and Academic Procedures

III.a Grading System. Grades are a major formal mechanism by which an instructor relays evaluative information relative to student's performance in class. The primary purpose of grades is to provide feedback from the instructor to the student regarding the student's performance in such a way that the student can clearly assess his/her strengths and weaknesses.

III.b Grading Scale. All students registered in courses, seminars, study tours, specialized courses of instruction as outlined in section V, or instruction otherwise offered in the Schools of Business will be given grades according to the following scale:

<u>Letter Grade</u>	<u>Quality Points</u>
A	4.00
A-	3.67
B+	3.33
B	3.00
B- ⁸	2.67
C+	2.33
C	2.00
F	0.00

III.b.1 Pass (P). An instructor, with the advance approval of the Certification Committee and the dean, may use the Pass/Fail grading system. Grades in such courses will be recorded on the student's academic record as "P" (Pass) or "F" (Failure). Usually the credits assigned to courses graded on a Pass/Fail basis will count toward graduation credit if the student earns a passing grade (P). However, Pass/Fail courses have no impact on the student's GPA.

III.b.2 Auditing a Course. Auditing a course consists of participation in a course without receiving a letter grade or credit hours. A student must request permission from the instructor to audit a course and is subject to attendance and other requirements of performance as established by the instructor. After the drop/add period has ended as outlined in III.h., an audit course cannot be

⁸ Occasional marginal performance, as indicated by the B- grade or below, may be exhibited by a student. The faculty has held, however, that consistent marginal performance is unsatisfactory overall. Thus, a student who accumulates a substantial number of B- grades or below may be subject to academic probation, suspension, or dismissal from the school.

changed to a credit hour course, nor can a credit hour course be changed to an audit course. Although an auditor receives no credit hours for the course, a notation of audit is made on the final grade report and entered on the record of the student provided he/she has met the instructor's requirements for a successful audit.

III.b.3 Incomplete (I). When a student has failed to fulfill course requirements, due to illness or other reasons acceptable to the instructor, the instructor may: (a) submit a grade for the course based on other evidence he or she considers sufficient, or (b) report to the registrar that the student's work is incomplete. The temporary grade of Incomplete ("I") is a device that affords students with good cause the opportunity to complete the requirements for a course. The "I" will not be assigned where the student's failure to satisfy course requirements is the result of unexcused behavior. In the absence of extenuating circumstances specific to a student, an instructor is not to use the grade of "I" as a placeholder for unreported grades.

A student who receives a grade of "I" in a semester length course must, in order to have the grade removed and changed to a final grade, complete all required coursework prior to the end of the following semester. A student who receives an "I" in a minimester course must complete all required coursework no later than the end of the following minimester. An "I" which has not been removed by the end of the following semester or minimester, as applicable, will become a failing grade (F) unless the student petitions the Certification Committee, through the registrar, for an extension of the time to complete required coursework. In the petition, the student must establish that there are valid reasons for the extension request. The petition must be approved by the instructor and must be submitted prior to the deadline for receiving a failing grade.

III.b.4 Withdrawn (WD). The grade of Withdrawn ("WD") is assigned to a course in which a student is enrolled but withdraws from his/her program during the semester and before a final grade is assigned.

III.c Requirements for Continuation

All students are responsible for knowing their academic standing at all times. In addition, all students are accountable for understanding the policies which govern continuation in their respective program.

III.c.1 An MBA or MA student who fails a required course will be dismissed from his/her program.

III.c.2 An MBA or MA student is expected to make reasonable and systematic progress towards the completion of his/her graduate program. One factor used to assess reasonable and systematic progress will be a student's cumulative GPA based on the numbers of hours attempted. Any student whose cumulative GPA falls below 3.00 will be, at a minimum, placed on academic probation, and may at the discretion of the Certification Committee be dismissed from his/her program. Dismissal from the program will be based on the Certification Committee's assessment of the students' likelihood of achieving a

final GPA of 3.00 given the students' previous academic performance in his/her program. Furthermore, at the completion of the required number of hours in each program, students must have achieved a minimum cumulative GPA of 3.00 or they will be dismissed from his/her program.

III.c.3 If a student fails to satisfy the conditions imposed by the MBA/MA Certification Committee for removal from probation, the student will be dismissed from his/her program.

III.c.4 For the MSA program, a student who is placed on probation must show significant progress toward raising his/her cumulative GPA by the end of the following semester. Failure to show significant progress, as deemed by the MSA Certification Committee, may result in loss of scholarship or dismissal from the MSA program.

III.c.5 Participants in the Certificate of Science Management Program are required to achieve a grade of "B" or better in each required course. In addition, to meet the requirements to be awarded the certificate, participants must achieve a cumulative GPA of 3.0.

III.d Repeating a Course. A student may repeat a course for which he or she has received a grade of B- or lower. The specific course equivalent to be taken requires the approval of the Certification Committee. All grades received will be shown on the transcript, but the course may be counted only one time for credit. If a student fails a course previously passed, the hours originally earned will not be lost. For purposes of determining the cumulative grade point average, a course will be considered as attempted only once, and the grade points assigned will reflect the highest grade received. These provisions do not apply to any course for which the student has received the grade of "F" in consequence of an honor code violation or other disciplinary action.

III.e Records of Academic Performance. Records of academic performance of all students are maintained by the Schools of Business. These records are confidential. Access to a student's academic record is prohibited except as follows:

1. A student may view his/her own record but may not remove the record from the registrar's office. A student may obtain a photocopy/printout of his/her record through WIN.
2. Administrative officials⁹ with legitimate educational interests may view the record of a student in order to perform their job responsibilities for the institution.
3. Other individuals and institutions may view the record of a student when authorized to do so, in writing, by the student.

⁹ Administrative officials are employees at Wake Forest University who hold a position which requires knowledge of FERPA and student records. (Examples include but are not limited to: Certification Committee members, Registrar's Office staff, etc.)

III.f Reporting Grades. At the conclusion of each academic term, a report of grades is prepared for each student through WIN. A paper copy will be sent to a student's home address on record upon request. Grades will not be reported over the telephone.

III.g Changes in Grades. The evaluation of performance in an individual course and the awarding of individual grades are the sole responsibility of the instructor(s) assigned to the course. Questions regarding the evaluation of individual course performance should be directed to the instructor(s) involved.

When a student suspects an erroneous grade has been assigned, the student must appeal directly to the instructor who assigned the grade. If an error is found, the instructor will prepare a change of grade request indicating the reason for the change. Grade changes from adjunct faculty must first be approved by the appropriate program director before being sent to the registrar for change. All grade corrections must be made within 90 days of the start of the following semester. Grade changes after this period must be approved by the Certification Committee. A copy of the grade change request will be placed in the student's record of academic performance.

For an honor code violation or other disciplinary action, an instructor may request a change of grade based upon the recommendation of the Honor Council and Dean.

III.h Course Addition/Drop. A student who is allowed to take elective courses may add or drop an elective course prior to the beginning of the third "class equivalent" session.¹⁰ A student who wishes to add a course after the drop/add period may do so only with the written permission of the instructor. Students wishing to drop a course after the drop/add period must comply with the procedures outlined in section III.i.

III.i Course Withdrawal. A student may withdraw from a course prior to the completion of seventy-five percent (75%) of the class sessions, but may do so only under exceptional circumstances and with the written approval of the instructor. Exceptional circumstances such as personal or family emergencies will be handled on a case by case basis by petitioning the Certification Committee, through the registrar's office, for withdrawal. The instructor's written approval must accompany the petition along with his/her recommended grade of passing or failing. If withdrawal is granted on a passing basis, the course will be recorded on the student's transcript as a "Withdrawn-Passing" ("WP") and will not be used in the calculation of the grade point average. Otherwise, the course will be recorded with a grade of "F" and will be used in GPA calculations. Withdrawal from a required course or activity can only be accomplished by withdrawal from the program.

After seventy-five percent (75%) of the class sessions for a course have been completed, a student may not withdraw from the course.

III.j Student Complaints. If a student has a grievance concerning a grade, he/she should communicate directly with the instructor. Should the student and instructor be unable to resolve the conflict, the student, if unsatisfied, may appeal to the senior associate dean of graduate programs who will study the matter, work with the parties, and reach a final resolution.

¹⁰ A "class equivalent" session is defined as one 75 minute course of instruction.

IV. Readmission

IV.a Procedure. A student who has withdrawn from his/her program or obtained a leave of absence may petition the Certification Committee for readmission. Petitions for readmission will be considered only for those students who request readmission within two years of when they withdrew from the program or were granted a leave of absence. The Certification Committee may require a readmitted student to enroll by a specific date if the committee believes the course structure has changed significantly enough to warrant such action.

IV.b Completion of First Year Full-Time MBA Program. If readmitted, a FT MBA student who did not complete the first year will be expected to repeat the first year of the FT MBA program in its entirety. This applies to all such students, including those who may have satisfactorily completed some discrete portions of the first year of the FT MBA program prior to withdrawal or leave of absence.

IV.c Certification Committee Review. The record of a student who petitions for readmission will be reviewed by the Certification Committee to determine if curricular modifications between the time the student left school and the time of re-enrollment have caused special situations wherein the student would either miss or duplicate certain academic activities. If a student was in good academic standing when he/she withdrew or was granted a leave of absence, the Certification Committee will recommend a course of action that will enable the student to graduate within a normal time frame and without taking an unusual course load. If a student withdrew, was dismissed, or was granted a leave of absence under academic duress, the Certification Committee will review the student's record to determine the most appropriate course of action. Possible courses of action include, but are not limited to, one or more of the following:

1. Completing specific courses prior to readmission.
2. Completing an unusually heavy course load.
3. Completing specific courses after readmission.
4. Repeating the first year of the program in its entirety.
5. Maintaining a higher than minimum academic standard.
6. Engaging in other specific remedial work.

The Certification Committee may also judge that the student's academic record, when combined with his or her interim work experience, is sufficient to justify readmission without any remedial activities.

V. Specialized Studies

V.a Individualized Reading Courses, Research Projects, and Directed Study Courses. Individualized reading courses, research projects, and directed study courses must be approved by the Certification Committee and conducted under the supervision of a Schools of Business faculty member. Normally, the credit hours earned through specialized study may only be counted as part of the elective portion of a student's curriculum. In addition, such work is limited to a total of three credit hours and may be counted as credit toward graduation.

Request Procedure. A student who desires to pursue one of the activities described above must secure the sponsorship of a Schools of Business faculty member and develop an agreement regarding the nature and scope of the activity.

To receive approval to enroll in and a specialized course of study, a student must petition the Certification Committee, through the registrar's office, at least seven days prior to the beginning of the semester in which he/she intends to enroll. The petition must include the following:

1. The nature of the course, project, or activity.
2. The time frame within which the activity will be carried out.
3. How the activity will fit with the student's personal goals and educational needs.
4. The learning objectives for the course or activity.
5. A detailed time schedule of topics and activities to be undertaken.
6. A representative bibliography and/or identification of other resource material to be used.
7. The output or concluding state of the activity.
8. A procedure by which student performance will be evaluated by the faculty sponsor.
9. Written approval of the faculty sponsor.
10. The number of graduation credit hours requested.

The Certification Committee will review the petition and inform the student if the petition is approved/disapproved and the number of credit hours allowed. If the activity is approved, at the conclusion of the activity the faculty sponsor will report a grade to the Schools of Business registrar using the prescribed grading scale in III.b, unless a Pass/Fail grading system has been approved by the Certification Committee and the dean.

V.b International Trips. Only students in good academic standing may participate in international trips. No more than three credits hours from an international trip can count towards a student's required credit hours for graduation.

VI. Transfers, Transfer Credits, and Exemptions

VI.a Policy. In general, transfer credit for or exemption from a required course is not permitted. Also, courses taken prior to enrollment at the Schools of Business will not receive credit towards graduation requirements. Only courses taken at AACSB accredited schools will be considered for transfer credit.

VI.b Eligible Courses. Courses taken at other institutions or from other units of Wake Forest University after a student's initial enrollment in the Schools of Business may, under certain circumstances and with the advanced approval of the Certification Committee, be applied toward the graduation credit hour requirement for electives. Treatment of credit hours and GPA for transfer courses are as outlined in section VI.d and VI.e.

VI.c. Transfer Credit Request Procedure. Petitions for transfer credit for courses taken outside the Schools of Business curriculum must be submitted to the Certification Committee, through the registrar's office, prior to enrolling in the course. The petition for transfer credit must include:

1. The name of the course.
2. The institution and program (department) which will offer the course.
3. The catalog description of the course.
4. The name of the instructor, his/her phone number and e-mail address.
5. The name of the course text or texts, and the course syllabus, if available.
6. Sufficient demonstration that the intended course does not duplicate material offered within the student's program curriculum.
7. The intended evaluation procedure and grading system for the course.
8. The rationale underlying the request.
9. The number of graduation credits requested.
10. Any other information relevant to the decision to be made by the Certification Committee.

VI.d Wake Forest Courses. For courses to be taken in other academic units of Wake Forest University, in addition to the information outlined in VI.c, the petition must also include:

1. Approval of the instructor.
2. Approval of the dean of the academic unit in which the course is to be taken.

The Certification Committee will review the petition and respond to the student. If approved, the response will indicate the number of credits to be applied toward graduation and the minimum grade requirement. While there is no requirement that the approved course be a graduate level course, the student should understand that only a limited number of graduation credits may be approved for an undergraduate course, regardless of the credit value of the course.

Successful completion of an undergraduate course will reduce the graduation credit hour requirements for electives by one half the number of credit hours allowed for the undergraduate course. Successful completion of a graduate course will reduce the graduation credit hour requirements for electives by the number of credit hours allowed for the graduate course.

VI.e Academic Performance Status of Transfer Courses. If a student completes a transfer course, earns a grade at or above the minimum specified by the Certification Committee, and submits an official transcript to the registrar, the course will be entered on the student's record of academic performance as a transfer course. The credits approved by the Certification Committee will be applied toward the student's graduation requirements.

Courses taken for graduation credit at the Schools of Business, but are in: 1) other units of Wake Forest University, or 2) a Schools of Business program other than the one in which a student is currently enrolled, will appear on the student's record of academic performance and will be designated as such. Grades earned will count in the

computation of the student's GPA based on the credit values approved by the Certification Committee.¹¹

Any extra tuition or fees involved in taking a course from another unit of the University are the responsibility of the student.

VI.f Transferring to a Different Program. A student who wishes to transfer from one program to another should contact his/her current program director to see if such a transfer is feasible. If so, the student should contact the admissions office for information on how to gain entry into the program he/she wishes to enter. The admissions office will work with the current and prospective program directors to make an admissions decision. A student is not required to withdraw from his/her current program until the transfer request to the new program has been approved. The program from which the student is transferring will have no further financial responsibility for the student once the transfer has occurred.

A student must formally withdraw from his/her current program by the end of the semester in which he/she transfers to the new program. In addition, the student will be reevaluated for Financial Aid if appropriate. The transfer of courses between programs must be approved by petitioning the Certification Committee through the registrar's office.

VII. Revision of This Document

This document may be revised by action of the Schools of Business faculty. However, a student admitted to the Schools of Business has the privilege of matriculating and graduating under the academic requirements existing at the time of his/her admittance if graduation occurs within two years after admission. If graduation is delayed beyond two years from the time of admission, a student must matriculate and graduate under such requirements as they exist or as prescribed by the dean.

VIII. Final Graduation Requirements

The specifications contained in this document are minimum requirements, from an academic perspective, for graduation. The faculty reserves the right of final certification of individuals for graduation.

¹¹ In cases where only the pass/fail basis of grading is employed, a student will present a signed statement from the instructor explaining to the Certification Committee the grading system in effect for the course and commenting upon the Schools of Business student's performance relative to others in the class.