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**WAKE FOREST UNIVERSITY**  
**SCHOOL OF BUSINESS**

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**GRADUATE STUDENT HANDBOOK**  
**2015-2016**



**WAKE FOREST**  
UNIVERSITY

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SCHOOL *of* BUSINESS



## Introduction

Welcome to the School 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. With a focus on cultivating the whole person, we will work to facilitate your development as an emerging business leader who possesses high levels of conceptual knowledge, practical competence, and strength of character.

To familiarize you with the School 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 School of Business graduate policies, procedures, and programs of study. Much of this information is also available in program descriptions and various brochures.

We want this reference material to be as thorough as possible. If you have ideas for additional materials that you think should be included, we welcome them. Please feel free to bring your suggestions to the office of Graduate Student Academic Services.

*The Wake Forest University School 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 is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters, and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Wake Forest University.

# Wake Forest University School of Business Graduate Student Handbook

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# Chapter I

## Graduate Business Programs Honor Code & Procedures

The Wake Forest University School 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 School 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 and knowingly 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 based, in-class or take-home. If there is ever doubt in a student's mind regarding a professor's policies, the student must seek clarification from the professor. Inadequate

awareness or understanding of a particular professor's policy is not a valid excuse nor defense 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 belongings 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***

#### **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, three second-year Full-Time MBA Program council members (may be a joint-degree student graduating with the second-year full-time class), three first-year Full-Time MBA Program council members, three first-year Master of Science in Accountancy members, three second year Master of Science in Accountancy members, and three Master of Arts in Management members. The fifteen 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 three 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 eighteen 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. Although the faculty advisor does not vote on or have influence over Honor Council outcomes the faculty advisor will serve as liaison and advocate for the Honor Council and the School of Business graduate student body. In addition, the Faculty Advisor will act as the primary source of information for concerned parties with respect to ongoing investigations and assist the Honor Council in scheduling hearings and maintaining focus on the relevant questions that must be answered in each case brought to a hearing. The Faculty Advisor will also provide appropriate feedback to the accusing party (faculty member, student, or other community member). 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 Chief Administrative and Student Services Officer** for the School of Business, or their designee, serves as the primary point of contact for both Honor Councils with respect to all logistics and process issues 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 receives the most votes is 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. In addition, an Honor Council member must maintain good academic standing in the School of Business. If the member is placed on academic probation by the criteria in place for their particular graduate program, the member will lose their seat on the Honor Council and an election for a replacement will be conducted within 10 days. This is not because students in academic distress are dishonorable in some way, but because the School of Business is committed to their success.

#### ***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 their respective academic years, full-time first-year MBA, MSA and MA students elect three Honor Council 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 three full-time second-year representatives.

#### ***Working Professional Honor Council Elections***

Students in the Working Professional Programs elect three Honor Council members from each class year for each program. Elections are held in about the fourth week after each program begins. The Associate Dean for 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 approving and administering consequences. (See "Honor Offense Proceedings" for specific details.)

### **HONOR OFFENSE PROCEEDINGS**

**Note:** The Council will use all best efforts to seek the truth in a straightforward and professional fashion. Its task is to find the truth and render fair decisions through impartial and objective consideration.

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 audio- 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, with the Faculty Advisor present will 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. 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, in consultation with the Faculty Advisor, 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, with the assistance of the Faculty Advisor, 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 has the option of utilizing another student member of the honor council to help them navigate the process and attend the hearing proceedings with them as an advisor and/or advocate. The Faculty Advisor will address and answer any questions or concerns the accused student may have before, during and after the hearing. 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, and potentially their honor council student advisor/advocate may be present at the hearing. Any witnesses may be present only when providing testimony.

After dismissing everyone but Honor Council members and the Faculty Advisor, 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. The Faculty Advisor will help to keep the deliberations focused on the relevant question(s) that must be addressed and answered by the deliberating Honor Council Members.

### ***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 be combined and can include, but are not limited to:

- Suspension and satisfactory completion of a comprehensive remediation protocol.
- Failing grade for a course or courses with a permanent notation in the student’s record of an Honor Code violation. The council has the option of deeming the failed course eligible or ineligible for a grade replacement upon course repeat.
- Reduction of one or two letter grades for the course
- Failing grade for quiz / exam / project
- Community service assignment
- Research paper, perhaps investigating a relevant honor / ethics issue
- Removal of scholarship award

**It is important to remember that when consequences involve a failure of a course, although the course may be repeatable, the student will incur additional cost for repeating the course; and if they do go on to graduate, the student may not graduate on time or with their class. Furthermore, a grade reduction or a course failure can certainly result in a student being dismissed from their program – either due to a drop in the student’s cumulative GPA, or by policies related to required program courses.**

#### **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 the Faculty Advisor (or a faculty representative should the Faculty Advisor not be available) 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 Advisor or faculty representative are responsible for making sure that the guilty student signs the memo detailing the outcome. The chairperson and Faculty Advisor or 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 Chief Administrative and Student Services Officer for the School of Business, or their designee.

### **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 Chief Administrative and Student Services Officer for the School of Business, or their designee, assumes responsibility. (For Charlotte program cases, they may work with the Executive Director of the Charlotte program to monitor penalties.) If a student does not comply with the assigned consequences/requirements, the Chief Administrative and Student Services Officer, or their designee, 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. 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 by the Faculty Advisor. To maintain privacy and confidentiality, this report will be presented in a generalized, summary format.

## **Honor Code Agreement & Pledge**

The faculty and students of the School of Business graduate programs 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.

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.

***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 School of Business graduate programs 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.

By signing below, you acknowledge that you have received, read and understand the Honor Code; and you understand that if you are accused of violating the Honor Code, you may not claim that you did not understand the Honor Code or your responsibility to seek clarification from professors regarding their specific policies.

---

Please rewrite the *honor pledge* below in the space provided using your own handwriting, and then sign and date at the bottom:

*I pledge to adhere to the principles of the honor code for graduate students in the WFU School of Business, and aspire to be a business professional of character, honor, and integrity.*

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---

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Signed: \_\_\_\_\_

Print your name: \_\_\_\_\_

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

## ***Assignment of Intellectual Property Rights***

The programs and courses at the Business School 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 School, we require all students to agree to the assignment of the intellectual property rights to the client organization for all Business School 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: \_\_\_\_\_

## Chapter II

### Graduate Student Conduct in the School of Business

#### ***Wake Forest University Policies***

Membership in the wider Wake Forest University campus community requires graduate students in the School of Business to be aware of the general student conduct expectations and campus standards found in the Wake Forest University Student Code of Conduct available online at <http://deanofstudents.wfu.edu/>, and in hard copy at the Office of the Dean of Students, 139 Benson University Center.

To supplement the policies highlighted above, and to lend appropriate specificity to the expected conduct of graduate students in the School of Business, the policies and procedures below have been developed.

#### ***Graduate Business Student Code of Conduct Statement***

The Wake Forest University School of Business expects good citizenship and responsible behavior from students. When these expectations are not met, the non-academic misconduct process may be used to redirect students into more acceptable patterns of behavior. This process encourages students to take responsibility for their choices and actions, while also allowing the University to determine an appropriate disciplinary response.

Misconduct cases may result in the sanction of a formal reprimand and the imposition of an educational condition, or a more severe level of sanction, including disciplinary probation, suspension or expulsion. Students need to be aware that certain types of behaviors may be deemed incompatible with membership in the School's community, and that choices they make can compromise their education and future.

The list below, while not exhaustive, includes examples of the types of prohibited conduct for which students are subject to disciplinary action:

- a. Actual or threatened physical injury to any person on University owned or controlled property or at a University-sponsored or supervised function, or conduct that endangers the health or safety of a person.
- b. Engaging in individual or group conduct that is violent, abusive, indecent, unreasonably loud, or similar disorderly conduct that infringes upon the privacy, rights, or privileges of others or disturbs the peace or the orderly process of education on campus. Allegations of sexual misconduct will be addressed in accordance with the University's Student Sexual Misconduct Policy.
- c. Unauthorized use, possession, or storage of any weapon or explosive (including fireworks) on University premises or at University sponsored activities.
- d. Forgery, counterfeiting, alteration, or misuse of any University record, document, or identification card.
- e. Unauthorized entry into or alteration of, any University computer records, or violation of computer use policies.
- f. Sending threatening or obscene messages to another student or individual via e-mail, phone or voice-mail.
- g. Knowingly filing a false police, honor code or non-academic conduct infraction.
- h. Misrepresentation in seeking financial aid or University benefits.

- i. Unlawful possession, use, distribution, or sale of any narcotic or dangerous drug as defined by the statutes of the State of North Carolina.
- j. Theft of, or unwarranted damage to, University property or property of any member of the University community.
- k. Failure to comply with the lawful directives of University employees acting within the scope of their duties; including those directives issued by a University administrator to ensure the safety and well-being of students.
- l. Entry into, or use of, any building, facility, or room or other University property or grounds without authorized approval. This also includes the unauthorized possession or use of University keys, lock combinations, or other access codes.
- m. Participation in illegal gambling activities on University-owned or- controlled property or at a function identified with the University.
- n. Possession, or consumption, of alcoholic beverages in contradiction of state law and/or University policy.
- o. Entering or attempting to enter any event without proper credentials for admission (e.g., ticket, identification card, or invitation).
- p. Failure to make satisfactory settlement for any debts to the University.
- q. Failure to comply with University traffic and parking rules and regulations.

The School shall have the authority to hold students accountable under this Code of Conduct for certain off-campus behaviors (i.e., behavior that does not occur on University premises or in the context of a University, School, or student organization sponsored event or activity) that adversely affects a substantial University or School interest. In determining whether the conduct adversely affects a substantial University or School interest, the following shall be considered:

- a. Whether the conduct constitutes or would constitute a serious criminal offense, regardless of the existence of any criminal proceedings.
- b. Whether the conduct indicates that the student presented or may present a danger or threat to the health or safety of persons.
- c. Whether the conduct demonstrates a pattern of behavior that impairs the University's or School's ability to fulfill its mission.

The disciplinary sanctions that may be imposed for violations of this Code of Conduct are any of the following:

- (a) A written reprimand.
- (b) Denial of specified University privileges.
- (c) Payment of restitution.
- (d) Educational or service sanctions, including community service.
- (e) Disciplinary probation.
- (f) Imposition of reasonable terms and conditions on continued student status.
- (g) Removal from a course in progress.
- (h) Enrollment restrictions on a course or program.
- (i) Suspension.
- (j) Expulsion.

### ***Personal Conduct in a Team Environment***

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

For graduate programs that depend heavily on teamwork, the School reserves the right to remove a student from a team and ask that she/he complete all teamwork on her/his 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, she/he will be removed from the program.

### ***Alcohol use in Farrell Hall at Student Events***

Undergraduate students at Wake Forest University must adhere to the policies concerning alcohol use set forth in The Student Handbook and the Wake Forest University Student Code of Conduct and Judicial Procedures.

Graduate students in the WFU School of Business are expected to abide by all applicable state and federal laws and policies and procedures put in place by the WFU School of Business regarding the service and consumption of alcohol both on and off campus in the Graduate Student Handbook.

All events must use Aramark as a third-party vendor to acquire and serve alcohol. For undergraduate student events where alcohol is served, organizers must also work with the WFU Dean of Students Office to ensure that their actions are in compliance with University expectations.

The WFU School of Business will only pay for the purchase of wine and beer for student consumption. Events serving alcohol to students must begin at or after 5:00pm, and alcohol must not leave the confines of the event.

### ***Graduate Business Programs Alcohol Statement***

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.

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 Business School. 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.

## ***Conduct in Graduate Student Organizations***

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 may exist 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.

## ***Statement of Principle on Diversity***

Wake Forest University is a community of men and women that seeks the enlightenment and freedom which come through diligent study and learning. Its higher goal, however, is to give life

to the University motto “Pro Humanitate,” as members translate a passion for knowledge into compassionate service.

The community shares a tradition that embraces freedom and integrity and acknowledges the worth of the individual. The heritage, established by the school’s founders and nurtured by succeeding generations, promotes a democratic spirit arising from open-mindedness and discourse.

Wake Forest fosters compassion and caring for others. Its collective strength and character are derived from the values and distinctive experiences of each individual; therefore, it affirms the richness of human intellect and culture and its contribution to knowledge, faith, reason, and dialogue. Furthermore, it strives toward a society in which goodwill, respect, and equality prevail. To that end, Wake Forest University rejects hatred and bigotry in any form and promotes justice, honor, and mutual trust.

### ***Non-Discrimination Statement***

Wake Forest University is committed to diversity, inclusion and the spirit of Pro Humanitate. In adherence with applicable laws and as provided by University policies, the University prohibits discrimination in its employment practices and its educational programs and activities on the basis of race, color, religion, national origin, sex, age, sexual orientation, gender identity and expression, genetic information, disability and veteran status. Additionally, the University promotes the full realization of equal employment opportunity for women, minorities, persons with disabilities, and veterans through its affirmative action program.

A School of Business resource for any inquiries regarding the University’s non-discrimination policies is:

Tara Brown, Deputy Title IX Coordinator, School of Business brownntm@wfu.edu, 336.758.7240, School of Business, Farrell Hall, Winston-Salem, NC 27106

### ***Sexual and Workplace Harassment Prevention***

Wake Forest University is committed to maintaining an educational and working environment free from sexual and workplace harassment. Sexual and/or workplace harassment by supervisors, co-workers, faculty, students or outside vendors will not be tolerated. Any sexual relationship between an employee (faculty or staff) and a student, whether consensual or not, will be regarded as a violation of this policy. Persons found to be in violation of this policy will be subject to disciplinary action which may include, but is not limited to, written warning, demotion, transfer, suspension, expulsion, dismissal, or termination.

The complete Sexual and Workplace Harassment Prevention policy statement is available online at: <http://hr.wfu.edu/files/2011/10/WFU-Section-I-3-Sexual-and-Workplace-Harassment-Prevention.pdf>

### ***Sexual Misconduct***

Wake Forest University expects all members of its community to act in respectful and responsible ways towards each other. Wake Forest University is committed to providing programs, activities and an educational environment free from sex discrimination. This Student Sexual Misconduct Policy sets forth resources available to students, describes prohibited conduct, and establishes procedures for responding to reports of sexual

misconduct (including sexual assault, sexual harassment, and other unwelcome sexual behavior).

The complete Sexual Misconduct policy statement is available online via the link below:  
<http://static.wfu.edu/files/pdf/students/sexual-misconduct-policy.pdf>

## ***Sales and Solicitations***

On-campus sales and solicitations must be operated or sponsored by a University-recognized student organization or otherwise approved by Lori Wrenn, Director of Budget and Financial Planning, or her designee, in advance.

## ***Campus Postings***

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 designee. In addition, advertising which promotes the use and/or sale of alcohol is prohibited. For Farrell Hall, postings and distribution of flyers must be approved by Angie Sink, ([sinkam@wfu.edu](mailto:sinkam@wfu.edu)), Facilities Coordinator, 336-758-4578.

- For flyer distribution in Benson University Center, call Gale Newport, 336-758-4869
- For flyer distribution on campus, call the Office of Campus Life, 336-758-5921.
- For flyer distribution on cars, call University Police, 336-758-6066.
- For flyer distribution in residence halls, call Residence Life & Housing, 336-758-5185.

### **Where you can post items:**

1. Bulletin boards
2. Cork strips
3. Plexiglass sign holders

### **Where you cannot post items:**

1. Trees
2. Sidewalks
3. Iron railings
4. Lamp posts
5. Benches
6. Stone
7. Brick
8. Concrete
9. Natural wood surfaces
10. Painted surfaces
11. Glass doors and windows
12. Wait Chapel
13. Outside entrances to Reynolda or Tribble Halls, ZSR library, Benson & Scales

Chalking on campus streets, sidewalks or walls is prohibited except on the sidewalk between the Magnolia Court and the Benson Center Patio. *No tape of any kind may be used to adhere signs, fliers, or posters within the School of Business.*

# Chapter III

## Graduate Business Student Code of Conduct Disciplinary Procedures

### ***Preamble***

The goal of the School of Business graduate student conduct process is the same as that of the University; it is one that embraces the concept of responsible student freedom, which carries with it the recognition by each student of the rights and obligations of other members of the University community. The School of Business also expects each student to conduct themselves as mature men and women who abide by local, state and federal laws, as well as by generally accepted moral standards. It is not the civil or criminal justice system. The School of Business graduate student conduct process is part of a private institution of higher education, and it is designed to treat students with care, concern, honor, fairness and dignity. The disciplinary process, at its heart, is an educational process meant to assure that every student will be given notice of any violation of the rules of conduct for which they have been charged and the opportunity to have their response to those charges heard.

The disciplinary process is a function of an educational institution that must, by its very nature, be flexible and efficient in order to achieve timely resolution of all allegations of student misconduct in accordance with the larger mission of the University. The structure, policies and procedures set forth below are intended to achieve these goals. The Executive Director of Integrative Student Services, or their designee, reserves the right to establish and make adjustments to any rule or guideline in any given case.

### ***Article I: Definitions***

1. The term “University” means Wake Forest University.
2. The term “code of conduct” or “graduate student code of conduct” in its general meaning refers to the policies and procedures contained in chapter three of the *WFU School of Business Graduate Student Handbook*. The term “code of conduct” in its specific meaning refers to the student conduct standards enumerated in chapter three.
3. The term “student” is broadly defined and meant to include all persons taking courses in the School of Business. Persons who withdraw after allegedly violating the graduate student code of conduct, who are not officially enrolled for a particular term but who have a continued relationship with the University, or who have been notified of their acceptance for admission are considered “students.”
4. The Executive Director of Integrative Student Services, or their designee, is the officer designated by the University to be responsible for the oversight and administration of the graduate student code of conduct and the School of Business graduate student conduct process. The Executive Director of Integrative Student

- Services, or their designee, is also vested with authority to take any action involving matters of student misconduct. The Executive Director of Integrative Student Services, or their designee, reserves the right to establish and make adjustments to any rule, guideline, procedure or decision in any case involving student conduct.
5. The Dean is the highest ranking University official designated by and vested with the executive authority of the University to intervene in and take any action involving matters of student misconduct.
  6. The term “conduct officer” means a School of Business official authorized on a case-by-case basis, to adjudicate incidents of student misconduct, make determination of responsibility and to impose sanctions upon any student found to have violated the graduate student code of conduct.
  7. The term “university official” includes any person employed by the University, performing assigned administrative or teaching responsibilities.
  8. The term “University community” includes any person who is a student, faculty member, University official or any other person employed by the University. A person’s status on a particular situation shall be determined by the Executive Director of Integrative Student Services, or their designee, in consultation with other appropriate officers of the University.
  9. The terms “clubs” or “organization” mean any number of persons who are formally recognized as an official club or organization by the appropriate School or University office.
  10. The term “University premises” includes all land, buildings, facilities and other property in the possession of or owned, used or controlled by the University. The graduate student code of conduct applies at all locations of the University.
  11. Jurisdiction: This Code of Conduct applies to all students and student conduct regardless of location.
  12. The term “Hearing Board” refers to a formal hearing body authorized by the Executive Director of Integrative Student Services, or their designee, to determine whether a student has violated the graduate student code of conduct and to recommend sanctions that may be imposed upon a determination that a code of conduct violation has been committed.
  13. The “Committee on Character” is the forum for appeals in the School of Business student conduct process. Membership in this committee is by appointment by the Executive Director of Integrative Student Services, or their designee.
  14. The term “complaint” within the School of Business student conduct process refers to a specific written report of alleged student misconduct.

## ***Article II: Graduate student code of conduct – Procedures***

### Overview

The following is a general sequential overview of how a violation of the graduate student code of conduct will normally be processed through the School of Business graduate student conduct process:

- a. A written complaint/report of student misconduct is made through the appropriate graduate degree program director who also serves as conduct officer.
- b. Upon review of the written report, a notice is sent to the student(s) listed in the report of alleged misconduct along with a directive to meet with the conduct officer sending the notice.
- c. The student(s) then meets with the conduct officer in a truth-finding meeting to review the code violation documented in the report.
- d. If the student takes responsibility for the code violation(s) alleged, a sanction letter is issued and the student(s) is expected to comply with the sanctions. Upon completion of the sanctions, the matter is considered closed. Failure to complete sanctions may result in a hold being placed on a student's registration, cancelation of a student's registration, and/or suspension/expulsion.
- e. If the student and conduct officer cannot come to a resolution on the issue of responsibility for the misconduct alleged in the written report and/or the sanctions issued, the matter may be referred to the chief conduct officer and/or a Hearing Board for resolution. Students or conduct officers may request that any issues that are not resolved through a truth-finding conference be referred to the Hearing Board.
- f. Where a student misconduct is of a more serious or unusual nature, or there is the potential for a suspension or expulsion from the University, the incident may be referred directly to the chief conduct officer for referral and adjudication by the Hearing Board. In such cases, steps a – c will remain the same and the student(s) will meet with the chief conduct officer or appropriate conduct officer who will then aid the student in preparing for the matter to be heard by the Hearing Board for a determination of responsibility and/or sanctions.
- g. Students who receive sanctions through the Hearing Board are expected to complete the sanction in accordance with step "d" above.
- h. Any decision made by the Hearing Board regarding responsibility or sanctions may be appealed to the Committee on Character.

### Graduate Student Conduct Process

- A. Written Complaint (Report) of Student Misconduct

1. The School of Business student conduct process begins with the documentation of an incident of student misconduct in a written report. For the definitional purposes of this code, upon receipt of a written report of student misconduct by a conduct officer, the report then becomes the formal written complaint that is the basis for the commencement of the School of Business student conduct process.

The written report(s) that form the basis for the formal complaint of student misconduct, upon which the charges of a violation of the graduate student code of conduct are based, should include the following:

- a. The date, time and location of the incident
  - b. The name(s) of the individual(s) involved
  - c. Specific factual details of the incident regarding student misconduct
2. Any member of the university community may make a report of violations of the graduate student code of conduct. Any such report of student misconduct should be submitted as soon as possible to the appropriate program director.
  3. The School of Business, through the Executive Director of Integrative Student Services, or their designee, has broad discretion and latitude in pursuing charges of student misconduct that are reported by third parties, i.e., persons who are not members of the University community.
    - a. In general, the School of Business will pursue formal disciplinary action regarding incidents of student misconduct that are reported by federal, state and local enforcement units, such as the police, that are forwarded to the University along with accompanying documentation, such as police reports and court documents. Such reports and accompanying documentation will be included in a written report created by the conduct officer and forwarded to the student conduct process as a formal written complaint.
    - b. In general, the School of Business will not pursue formal disciplinary action based on allegations of student misconduct that are made by a third party without compelling and credible evidence of student misconduct. The School of Business may respond where such compelling and credible documentary evidence is provided. Such evidence that may warrant referral of an incident to the student conduct process includes, but is not limited to:
      - i. Information received from another institution of higher education.
      - ii. Information received by the School of Business as part of a criminal background check.
      - iii. Information that is reported to the School of Business by third parties authorized to pursue copyright violations.
      - iv. Documented evidence by individual third parties of violations of the code of conduct, such as photographs, audio recordings, video recordings and evidence of violation of laws or local ordinances,

including information documented in the public record such as court records and news articles.

## B. Notice of Violation and Charges of Student Code Violations

Upon receipt of the written report on which the complaint of student misconduct is based, the conduct officer will then send a formal written notice of violation of the graduate student code of conduct to the student(s) via email. This notice will inform the student that he/she has been documented in a report as alleged to have violated one or more rules contained in the Graduate student code of conduct. The notice also will direct the student to meet with the conduct officer to review the violation(s) documented in the complaint within three business days of the date of the notice.

In cases where circumstances dictate and/or the student(s) cannot be reached through the normal channels as described above, the notice of a violation of the Code of Conduct will be sent via a letter that will be delivered to the student(s) by other means such as personal delivery, campus mail or U.S. mail.

## C. Truth-finding Conferences – Procedures – Responsibility and Sanctions

### 1. Procedures

Truth-finding conferences, being informal and administrative in nature, resemble an interview between the student and the conduct officer. During the course of the truth-finding meeting the conduct officer will allow the student(s) to read the written complaint and respond to any facts or allegations of student misconduct.

Where reports of student misconduct involve more than one student, multiple students may be present during the course of the truth-finding conference. More than one conduct officer also may be present at truth-finding conferences.

### 2. Responsibility and Sanctions

a. For truth-finding conferences where students choose to take responsibility for the code of conduct violation(s) alleged, and there is no disagreement regarding sanctions, the conduct officer will issue a final letter indicating that the student has taken responsibility and outlining the appropriate sanctions.

b. In cases where the student does not admit to the code violations alleged, the conduct officer will make a determination as to whether there is enough evidence to find the student responsible for the alleged code violation(s) by a preponderance of the evidence.

i. If the conduct officer determines that there is not a preponderance of evidence indicating that the student is responsible for the code

violation(s) alleged in the complaint, the student will be found not responsible and information to that effect will be placed in the student's file.

- ii. If the conduct officer determines that there is a preponderance of the evidence indicating that the student is responsible for the code violation(s) alleged, the conduct officer will refer the case to a School of Business Hearing Board.

### ***Article III: School of Business Hearing Board***

#### Overview

A School of Business Hearing Board is empowered to hear cases and make recommendations to the Executive Director of Integrative Student Services, or their designee, for final disposition with regard to issues of responsibility for alleged code violations and sanctions, if warranted.

Incidents involving serious allegations of student misconduct and equally serious potential sanctions are immediately directed to a School of Business hearing board. Examples of such situations are listed below:

1. Cases involving violence.
2. Cases involving the sale or distribution of illegal drugs or controlled substances.
3. Cases involving personal injury or acts of extreme negligence.
4. Situations that also may be subject to concurrent adjudication by criminal authorities.
5. Situations involving students who have had prior or multiple prior adjudicated violations.
6. Incidents that cannot be resolved at the level of a truth-finding conference.
7. Cases involving a high likelihood of suspension or expulsion from the School of Business.

Students who have been referred to a hearing board will meet with the chief conduct officer prior to the hearing to set a date and time for the hearing. Such meetings are also an opportunity for the student(s) to review the written reports and review the conduct and Hearing Board processes.

#### A. Hearing Procedures

The goal of these School of Business Hearing Board procedures is to provide a forum where all information regarding incidents of alleged student misconduct can be presented as fully as possible and to allowed an accused student a reasonable opportunity to prepare and present his/her response to allegations of student misconduct. These procedures shall be followed to the greatest extent practicable with the understanding that they are intended to be fair and flexible in the achievement of this goal.

1. School of Business Hearing Board hearings (board hearings) normally shall be conducted in private.

2. Accused student(s) (and their advisers, if any) shall be allowed to attend the entire portion of the board hearing where information regarding their involvement in the incident under review is being presented to the hearing board. The term “advisers” here specifically refers to other students, faculty, or staff members of the University community, and not parents, attorneys, or other external advisers. The accused student(s) shall not be present for deliberations. Admission of any other person to the board hearing shall be at the discretion of the chief conduct officer.
3. In board hearings involving more than one accused student that stems from the same factual circumstances and/or complaint, the chief conduct officer, in his or her discretion, may permit the hearing board to review each student’s conduct either separately or jointly.
4. An accused student may arrange for witnesses to present pertinent information to the Hearing Board. The School of Business will aid accused student(s) in arranging for the attendance of possible witnesses who are members of the University community, if reasonably possible, and who are identified by an accused student at least two business days prior to the board hearing. Witnesses will provide information to and answer questions from members of the hearing board. There is no direct questioning of witnesses by any other person.
5. All pertinent records, exhibits and written statements may be accepted as information for consideration by the Hearing Board at the discretion of the chief conduct officer. This includes impact statements by persons adversely affected by an accused student’s alleged misconduct. An accused student shall have the right to give his/her own testimony and present witnesses to the incident along with documentation or other evidence on his/her behalf. Such rights shall be subject to reasonable limitation in order to avoid unduly prolonged hearings. Character reference testimony and written statements regarding character are allowed at the discretion of the chief conduct officer to the extent that they are materially relevant to the case.
6. After the portion of the hearing where all information regarding an incident or complaint of alleged student misconduct has been presented to the Hearing Board, the board shall conclude the hearing and begin its deliberations to determine by majority vote, whether an accused student is responsible for the violation(s) of the graduate student code of conduct with which they have been charged. The Hearing Board chief conduct officer will only vote in the case of a tie.
7. The School of Business Hearing Board’s determination of responsibility shall be made on the basis of a preponderance of the evidence, i.e., whether it is more likely than not that an accused student has violated the graduate student code of conduct.
8. Formal rules of process, procedure and/or technical rules of evidence, such as are applied in criminal or civil court, are not used by and are not applicable to the School of Business student conduct process.

9. All persons present at a hearing before a School of Business Hearing Board are expected to abide by these rules of procedure and to conduct themselves in a civil and respectful manner. It is a violation of this graduate student code of conduct for any person to disrupt, obstruct or otherwise interfere with the hearing board process. Persons who are disruptive or otherwise interfere with the hearing board process may be excluded or otherwise removed from a hearing board proceeding at the discretion of the chief conduct officer.
10. If an accused student, with notice, does not appear before a School of Business hearing board, the hearing will take place as scheduled. In such cases, the information in support of the alleged violations shall be presented and considered by the board in making a determination of responsibility and/or sanctions without the benefit of input from the student.

#### ***Article IV: Sanctions, Interim Suspension and Appeals***

##### **A. Sanctions**

All sanctions become part of a student's disciplinary record and may be considered in the review and adjudication of any future incidents of student misconduct where a student has been found responsible for the code violations alleged.

The following sanctions represent the scope of disciplinary penalties that may be imposed upon any student found to have violated the graduate student code of conduct:

1. **Warning:** An official notice in writing to the student that the student has violated one or more School of Business rules or policies. Such warnings will be placed in the student's disciplinary file.
2. **Formal Reprimand:** This action is similar to a written warning but is of a more serious nature. A formal reprimand is a written notice to the student indicating that any future violations of School of Business rules or policies will likely result in a minimum sanction of conduct probation.
3. **Conduct Probation:** This action constitutes an adjustment to a student's status for a specified time period during which a student must conduct themselves in an exemplary manner. Students placed on conduct probation are not considered in good standing with the School of Business. Any students found responsible for violations of this graduate student code of conduct while on conduct probation will lose their ability to apply for some student leadership positions on campus and may be suspended or expelled from the University. The status of conduct probation will prohibit students from applying to or participating in School of Business programs that require travel outside the state.
4. **Loss of Privileges:** Denial of specified privileges for a designated period of time, including, but not limited to, restricting a student's access to certain parts of the campus, access to University computing and technology services, use of University property, participation in School of Business clubs and organizations as well as University-sponsored activities and events

5. **Fines:** Fines are common sanctions for violations of School of Business rules and policies, particularly for violations involving alcohol, illegal drugs or other controlled substances. Fines are standard consequences for the violation of the laws of society at large and, as such, they model future consequences a student may encounter in the civil and criminal justice systems.
6. **Community Service:** Community service is a common sanction for violations of School of Business rules and policies, particularly for violations involving alcohol, illegal drugs and other controlled substances. Community service is a standard consequence for the violation of the laws of society at large and, as such, they model future consequences a student may encounter in the civil and criminal justice systems.
7. **Restitution:** Students may be required to provide restitution and/or compensation for loss, damage or injury as a result of behavioral misconduct. This may take the form of appropriate service and/or monetary and/or material replacement.
8. **Educational (Discretionary) Sanctions:** Where appropriate to the conduct violation, educational sanctions may include, but are not limited to, attendance at community court, alcohol and drug education course(s), requirements to undergo counseling and/or assessments for chemical use, attendance at workshops or seminars, formal apologies, mandated mediation, completing educational programming, adherence to behavioral contracts or the fulfillment of other sanctions dictated by the circumstances of the offense.
9. **Registration Holds and/or Cancellation of Registration:** Students who have failed to comply with the directions of a University official and/or who have failed to comply with the disciplinary process, including failure to complete sanctions issued as a result of a violation of the graduate student code of conduct may have a hold placed on their registrations and transcripts and/or may have their registrations cancelled.
10. **Suspension from the School of Business:** A suspension from the School of Business is the separation of the student from the University for a defined period of time, after which the student may be eligible to return. Conditions for readmission may be specified. In no case shall the period of suspension be less than the balance of the semester during which the hearing takes place. Suspension may be immediate or delayed to a future academic term.
11. **Expulsion from the School of Business:** Expulsion is the permanent separation of the student from the University. This action is the permanent removal of a student from the University community. Expulsion is the most severe penalty the School of Business can issue.
12. **Revocation of Admission:** Admission to the School of Business may be revoked for fraud, misrepresentation or other violation of School of Business standards in obtaining admission to the University, or for other serious violations committed

during the application process, subsequent to the application process or prior to actual enrollment and attendance at the School of Business.

13. Withholding of Degree: The School of Business may withhold the awarding of a degree otherwise earned until the completion of the student conduct process set forth in this graduate student code of conduct, including the completion of all sanctions or conditions, if any, imposed as a result of the School of Business student conduct process.

#### B. Interim Suspension

Interim suspension is a decision authorized under the executive authority granted to the Executive Director of Integrative Student Services, or their designee, and may be appealed only to the Dean, or their designee. It is an immediate change in a student's status that denies a student access to University facilities, pending further process through the conduct system. The Executive Director of Integrative Student Services, or their designee, may impose an interim suspension as a student at the University subject to further processes of the University, including the student conduct process.

An interim suspension does not replace the regular student conduct process, which shall proceed on the normal schedule, up to and through a board hearing, if required.

Interim suspensions may be applicable in any of the following circumstances:

1. Where a student has been charged with a felony.
2. To protect and ensure the health, safety and well-being of members of the University community.
3. To ensure the protection or preservation of University property.
4. To ensure the student's own physical or emotional health, safety and well-being.
5. Where the accused student poses an ongoing threat of disruption of or interference with the normal operations of the University.
6. Where a student has failed to comply with the directions of a University official, including failure to meet with a University official after being directed to do so or failure to complete sanctions issued as a result of the School of Business student conduct process.

During the term of an interim suspension as a student from the School of Business, a student shall be denied access to the campus and all University-owned property for any purpose (including classes), and all other University activities or privileges for which the student might otherwise be eligible, as the Executive Director of Integrative Student Services, or their designee, may determine to be appropriate.

#### C. Appeals

Appeals regarding a determination of responsibility for a graduate student code of conduct violation or a sanction imposed by the School of Business Hearing Board may be appealed by an accused student to the Committee on Character via the Executive Director of Integrative Student Services, or their designee, within five business days of a hearing board decision.

Except as required to bring the appeal forward, and #4 below involving the presentation of new evidence, an appeal shall be limited to supporting documents provided to the Hearing Board for one or more of the following purposes:

1. To determine whether the original School of Business hearing board hearing was conducted fairly in light of the charges and information presented and in conformity with prescribed procedures that allowed the accused student a reasonable opportunity to prepare and to present his/her response to allegations of student misconduct. Deviations from designated hearing board procedures will not be a basis for reversing or modifying the original decision unless significant prejudice results.
2. To determine whether the decision reached regarding the issue of responsibility for an accused student was based on a preponderance of the evidence, that is, whether there were facts in the case that, if believed by the fact finder, were sufficient to establish that it was more likely than not that the student is responsible for the alleged a violation(s) of the graduate student code of conduct.
3. To determine whether the sanction(s) imposed were appropriate for the violation(s) of the graduate student code of conduct for which the accused student was found responsible. In cases where the appeal is limited to the sanctions imposed by the Hearing Board, the Committee on Character will determine whether the sanctions imposed are so unfair as to bear no reasonable relation to the conduct alleged, based on the incident at hand and the student's prior discipline record, if any.
4. To consider new facts or information, not available to the Hearing Board, that would be sufficient to alter a decision, or other relevant facts or information not brought out in the original hearing because such facts or information were not known or available to the person appealing at the time of the School of Business Hearing Board.

At the conclusion of an appeal, the Committee on Character, via the Executive Director of Integrative Student Services, or their designee, will make a recommendation for one of the following courses of actions:

1. Affirm the original decision and sanction(s);
2. Affirm the original decision and reduce or increase the original sanction(s)
3. Reverse the original decision and recommend a new hearing;
4. Reverse the original decision and drop all charges and sanctions

## Chapter IV

### Graduate Business Programs General Information

#### ***Tuition, Financial Aid, and Scholarship Eligibility***

The School of Business offers financial assistance programs that include scholarships, assistantships (determined by the faculty), and private as well as federally sponsored loan programs. The School of Business financial aid office 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 MBA, Winston-Salem Evening MBA, Masters in Management, Charlotte Evening MBA, Charlotte Saturday MBA, and Mast of Science in Accountancy programs are determined by the admissions committee for each program. Contact the appropriate admissions office for more information.

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 School of Business financial aid office. In determining financial need, the school will utilize standardized nine-month and twelve-month budgets.

#### **LOAN PROGRAMS**

Effective July 1, 2012, the federal government eliminated the subsidized loan program for graduate students. Wake Forest University offers two federal loan programs for graduate students: the Federal Direct Unsubsidized Loan and the GradPLUS Loan.

**The Federal Direct Unsubsidized Loan:** The total Federal Direct Loan eligibility has been set at \$20,500 per year. The Unsubsidized Direct loan requires U.S. citizenship or permanent resident status. The student is responsible for the accruing 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. Participation in the loan program requires a FAFSA analysis. Information on current interest rates and origination fees, along with other terms and conditions, can be found at [www.StudentLoans.gov](http://www.StudentLoans.gov).

**The Federal Graduate PLUS Loan:** This credit -based loan is one of the most affordable ways to pay for graduate school. A student can borrow up to the cost of attendance minus any Federal Direct Unsubsidized loan and scholarships. The student is responsible for the accruing interest on the Graduate PLUS loan while in school. 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. Repayment begins two months after graduation. Information on current interest rates and origination fees, along with other terms and conditions, can be found at [www.StudentLoans.gov](http://www.StudentLoans.gov).

#### **V.A. EDUCATION BENEFITS**

Veterans benefits are available through the Veterans Administration for qualified veterans. Contact Jamie Childress, Associate Director of Financial Aid, at 336-758-4424 or 866-925-3622 for information on eligibility 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 at 1-800-609-8056, or view the details online at <http://www.wfu.edu/fas/ar/billing/monthly/>, under the “Payment Methods” tab.

## **SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID ELIGIBILITY**

Federal regulations require that all students receiving Federal Title IV Financial Aid funds maintain standards of satisfactory academic progress in the pursuit of their degree.

### **To maintain academic eligibility for federal aid, a student must:**

- Maintain satisfactory academic progress (SAP) as defined in the Student Handbook Section III.c of the Certification and Evaluation Document (3.0 GPA)
- Must have a passing grade of ‘C’ for all attempted courses.
- Must complete degree requirements within the maximum time frame of the published length of the program.

Satisfactory academic progress will be monitored at the end of each semester. Any student placed on academic probation will automatically be placed on financial aid probation and given a warning for the following semester. Warning status lasts for one payment period during which the student may continue to receive student loans. Students who are still failing to make satisfactory progress after the warning period lose their financial aid eligibility unless they successfully appeal and are placed on probation with an approved academic improvement plan.

### **Appeal process:**

Any student placed on financial aid probation for failing to meet satisfactory academic progress has the right to appeal to the Financial Aid and Scholarship Committee if there are extenuating circumstances. Extenuating circumstances are defined as environmental conditions outside of the student’s control (ex. Death in immediate family or severe illness).

The Financial Aid and Scholarship Committee is chaired by the Executive Director of the Enrollment Management Center of Excellence or their designee, and maintains a membership of representatives from various administrative departments.

When submitting appeals to the Financial Aid and Scholarship Committee, students should address the following:

1. Extenuating reasons that specifically address why you failed to meet SAP requirements.
2. Your future plan for academic success and degree attainment.
3. Supporting documentation.

This appeal should be submitted in writing to the Financial Aid and Scholarship Committee within one week of being placed on probation. The committee will review the appeal and communicate its decision via email within two weeks.

If the student fails to make satisfactory progress or meet requirements of the Financial Aid and Scholarship Committee approved academic plan by the end of the next payment period, the student loses eligibility for Title IV student loans

### **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 deposits
1st WEEK:	90% refund
2nd WEEK:	75% refund
3rd WEEK:	50% refund
4th WEEK:	30% refund
5th WEEK:	20% refund
After 5 <sup>th</sup> WEEK:	0% refund

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

Students may opt to purchase tuition insurance through A.W.G Dewar, Inc. This plan ensures that a student may receive up to a 75% refund throughout the term if the student withdraws due to a covered reason. For more information, call DEWAR at 617-774-1555 or visit [www.collegerefund.com](http://www.collegerefund.com).

### **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 funds for a recipient who withdraws (begins but does not complete a semester or payment period). Wake Forest University's leave of absence policy does not exempt any student from the requirements of the Return of Title IV Funds policy; nor does it extend federal student loan deferment benefits. Title IV Funds subject to return include the following aid programs: Federal Stafford Loan, and Federal PLUS Loan.

Title IV aid is awarded and paid on a payment period basis. For students enrolled in a single session or module of a payment period (such a summer), the single session or module is the payment period. For students who are awarded Title IV aid based on a reported registration in multiple sessions or modules of a payment period, the payment period is the beginning (start date) of the first session or module through the end (last day of exams) of the last session or module.

A student who plans to enroll in the summer for six or more hours, whose first session's enrollment is less than six hours, can receive neither Federal Stafford Loan nor Federal PLUS Loan proceeds until after beginning attendance in the second session. If such a student does not begin attendance in the second summer session, these loans cannot disburse and must be canceled entirely. In this case, the student becomes solely responsible for the entire tuition charges of the first summer session, without benefit of any federal loan assistance.

The percentage of the payment period completed is determined by dividing the total number of calendar days comprising the payment period (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 payment period 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 or post-leave of absence disbursements). 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 return of Title IV Program funds may be rounded to the nearest dollar for each aid source. 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.

Institutional charges (costs) include tuition and required fees, on-campus room rental, and on-campus meal plan.

The federal Return of Title IV Funds policy requires that federal aid be considered as first applied toward institutional charges, regardless of other non-federal aid received.

Funds returned are credited in the following order: Unsubsidized Federal Stafford Loans, Federal PLUS Loans.

### **GRADUATE ASSISTANTSHIPS**

Approximately 30 percent of the full-time MBA 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 the 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 with faculty members and/or departments to perform a variety of tasks including research, clerical, and staffing. Prior to beginning any work assignments for a faculty or department, please contact Nancy Lee at [leenml@wfu.edu](mailto:leenml@wfu.edu) to schedule an appointment to complete employment paperwork.

### **SCHOLARSHIP RENEWAL/CONTINUATION POLICY**

**Please note that all institutional scholarships are only guaranteed for the first semester.** Any student who: 1) receives a grade of "F", 2) is placed on academic probation, or 3) violates the Graduate Business Student Code of Conduct, risks losing all institutional scholarship and attached benefits. This applies to tuition waivers, stipends, and international trips. The potential loss of these benefits is reviewed at the end of each academic term and adjudicated by the Financial Aid and Scholarship Committee.

### **TUITION PAYMENT SCHEDULE**

You may view your student bill online via WIN. The tuition payment timetable is:

- Fall semester tuition is due August 1.
- Spring semester is due December 1.

- Summer semester is due June 1.

## **WAKE FOREST UNIVERSITY SCHOOL 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 15<sup>th</sup> 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 School of Business office of Graduate Student Academic Services to cancel classes and all other appropriate administrators will be notified. The Graduate Student Academic Services office will send an email to the student's WFU email account notifying them of the cancellation of their classes.
4. 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 Graduate Student Academic Services office 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](mailto:sfs@wfu.edu). Summer tuition is due June 1.

## ***Student Educational Records Privacy Notification Statement***

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. They are:

1. The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. Students should submit to the registrar, dean, head of the academic department, or other appropriate official, written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the students of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official will advise the student of the correct official to whom the request should be made.
2. The right to request amendment of the student's education records that the student believes are inaccurate, or misleading or otherwise in violation of the student's privacy rights under FERPA. Students may ask the University to amend a record that they believe is inaccurate, or misleading or otherwise in violation of their privacy rights. The student should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate, or misleading or in violation of their privacy rights. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information

regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to consent in writing to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosures without consent. One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement personnel and health staff); a person serving on the Board of Trustees; a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks; or a person, company, or governmental unit with whom the University has contracted to perform, on behalf of the University, duties or services involving education records. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University. Upon request, the University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

The following information regarding students is considered directory information: (1) name, (2) address, (3) telephone number, (4) electronic mail addresses, (5) date and place of birth, (6) major field of study, (7) enrollment status (undergraduate or graduate, full or part-time), (8) class level, (9) participation in officially recognized activities and sports, (10) weight and height of members of athletic teams, (11) dates of attendance, (12) degrees and awards received, (13) the most recent previous educational agency or institution attended by the student, and (14) other similar information such as a photograph. Directory information may be disclosed by Wake Forest University for any purpose in its discretion without the consent of the student. Students have the right to restrict the disclosure of directory information and refuse to permit the designation of any or all of the above information as directory information. In that case when a restriction has been made, this information will not be disclosed except with the written consent of the student, or as otherwise allowed by FERPA.

Any student who would like to restrict the disclosure of any or all of the designated directory information must file a written notification to this effect with this institution at the Office of the University Registrar, 110 Reynolda Hall. Forms are available at that office. If a restriction is not filed, Wake Forest University assumes that the student does not object to the release of the directory information designated.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue S.W., Washington, DC 20202-4605.

## ***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 code 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 manner.

Inappropriate 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 users, 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 general, the staff may routinely search a University-owned file system for potential violations of these policies. When there is clear evidence of a violation deemed serious by the appropriate authorities, they may view users' files, monitor keystrokes, and otherwise observe users' activities. In cases deemed especially serious by the appropriate authorities, Information Systems staff may read users' email, but only after obtaining permission from the appropriate authority.

If a member of the University community outside of Information Systems reports activities in apparent violation of the policies described here, IS will inform the appropriate authorities of the complaint. Upon approval, an investigation of a user's computing activities, emails, and files may

be initiated by Information Systems. In such a situation, 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 Code or Social Rules and Regulations violations will be referred to the Dean of the appropriate college, or to the Dean of Students.
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.
4. Examples of prohibited activities are provided online at [http://groups.wfu.edu/CIT/ethical\\_use\\_policy.html](http://groups.wfu.edu/CIT/ethical_use_policy.html). <section 5>

### **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).
6. 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 from the Wake Forest Information Systems 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](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.

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 non-licensed 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 individual. 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.

### ***Late Arrival Policy (MA, MSA, and full-time MBA students)***

New students are expected to be physically present on campus and fully engaged on the first day of official orientation. When returning for subsequent semesters, students are expected to be in class on the first day of classes as specified in the academic calendar.

If a situation arises which will cause the student to be late for orientation or the first day of classes, he or she must obtain advance approval from the Executive Director of their degree program. The Executive Director will approve such requested on a case by case basis. Failure to obtain advance approval from the Executive Director can result in being dismissed from the program.

### ***Work Policy***

Because of the intensity of the daytime programs, the need for extensive preparation and the 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 Executive 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 Executive 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. Permission will not be provided or will be revoked if the student's GPA is 3.25 or below

**Full-time MBA program:** Because of the intensity of the MBA Program, the need for extensive preparation, and our emphasis on teamwork, Full-time MBA students are strongly discouraged from holding a part-time job during the first year of the Full-time MBA Program. However, with the approval of the Full-time MBA Associate Dean, 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 Associate Dean'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. Permission will not be provided or will be revoked if the student's GPA is 3.25 or below. Second year students may hold a part-time job as long as they remain in good academic standing. Approximately 30 percent of the full-time MBA students in the second year work as a graduate assistant for a faculty member or a department. The assistantships are awarded based on skill and are payable at \$10.00 per hour. Assistantships are work agreements with faculty members and/or departments to perform a variety of tasks including research, clerical, and staffing.

**MSA program:** MSA students are strongly discouraged from holding a part-time job while they are enrolled in the MSA Program. However, with approval from the Executive Director, students may work no more than 10 hours per week at a part-time job or as a Graduate Assistant.

## **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. Students are required to enroll or waive each academic year. For complete details regarding Student Health Insurance please visit the Student Health Insurance Program website at <http://sip.studentlife.wfu.edu>

## **Immunization Policy**

North Carolina State law (G.S. 130A-152) requires documentation of certain immunizations for students attending a North Carolina college or university. Student must submit certification of these immunizations **prior to registration**. *Documentation should be on or attached to the completed WFU Student Health Information Summary and 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 page (<http://shs.wfu.edu>).

For complete and up-to-date university policies on immunizations, students should navigate to the information hosted on the Wake Forest University Student Health Service webpage here: <http://shs.wfu.edu/services/vaccines>. Students can also contact [shs@wfu.edu](mailto:shs@wfu.edu) directly.

Library services are provided to graduate business students through the main library, the Z. Smith Reynolds Library (ZSR) (<http://zsr.wfu.edu/>), and a branch location in Farrell Hall, the Business Information Commons. The entrance to the Business information Commons is on the second floor of Farrell Hall in the center of the building.

## **ZSR Library and the Farrell Hall Business Information Commons**

ZSR has a large collection of books, journals and online databases in the fields of management, accounting and related topics. 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 have access to a great deal of business information in online databases, including full-text business periodicals, market research reports, and profiles of companies, industries and foreign countries. Online databases include ProQuest ABI/Inform, Mintel, Euromonitor Passport, IBISWorld and others. Students can access business databases through the website of the Business Information Commons (<http://zsr.wfu.edu/business>). Students can access library databases from off-campus locations by entering their WFU username and password when prompted. In addition, there are four Bloomberg terminals located in the Information Commons and two in the WFU Charlotte facility.

Management Librarian Bob Hebert, serves students and faculty in the M.B.A. and M.A. programs. He provides research assistance to students by guiding them to the appropriate online databases. Students may contact Bob Monday through Friday by phone ([336-758-4567](tel:336-758-4567)) or by email, [hebertb@wfu.edu](mailto:hebertb@wfu.edu). Bob's office is located in the Business Information Commons in Farrell Hall.

Mary Scanlon is the Research and Instruction Librarian for Business and Economics. She serves students and faculty in the M.S.A. and undergraduate business programs. Students can contact Mary by phone ([336-758-4303](tel:336-758-4303)) or by email [scanlmg@wfu.edu](mailto:scanlmg@wfu.edu) for assistance. Her office is also located in the Business Information Commons. If no librarian is available for assistance, students may consult various business research guides here: <http://guides.zsr.wfu.edu/>

## **Office of Marketing & Communication**

The School of Business marketing & communication department directs all of the School's external and internal relations efforts for the Reynolda and Charlotte campuses, which includes the following:

- Oversee School of Business brand standards (messaging and graphic standards)
- Develop news releases and promote the School of Business to news media
- Manage the Wake Forest Business Magazine and annual report
- Create digital communications that promote the School of Business through storytelling, such as video, multimedia stories, website content, and social media, for our key audiences, including alumni, students, donors, recruiter and corporate partners, as well as faculty and staff
- Develop communications materials
- Design advertising, when needed, in collaboration with Enrollment Management COE
- Help promote primary School events to appropriate audiences
- Compile information submitted for business school surveys and rankings
- Coordinate with other University departments to grow the WFU brand and ensure consistency of its graphic standards and collegiate message
- Ensure faculty and staff are informed of School events and other information in a timely manner via monthly newsletters and other communications

**All materials and communications representing the School of Business must be routed through the marketing & communication department for approval prior to production or release. The department must also approve the use of the school logo by students, staff and faculty for any purpose.** News releases, news conferences and any communication with media must be coordinated and/or approved in advance by the marketing and communications department. Students are not approved to speak to the media on behalf of the University or the School of Business without explicit approval from the marketing and communications department.

Students are encouraged to consult with marketing early in the planning process to coordinate collateral and communication materials for special events, competitions and other projects. To review the Wake Forest University identity standards guide, please visit: [www.wfu.edu/identity](http://www.wfu.edu/identity).

## **Office of Graduate Student Academic Services**

The Office of Graduate Student Academic Services is your resource for all student academic records and registration concerns. Graduate Student Academic Services (GSAS) performs registrarial functions for all graduate programs in the WFU School of Business, including the maintenance of all student, curricula, grade, course, and policy records. GSAS also oversees and manages the academic registration and course creation/enrollment processes. Working with faculty and other staff members to manage all academic progress and curriculum procedures, GSAS also serves as the official enrollment and degree certifying office for graduate programs. If at any point a student should need to work with or submit a proposal to the Certification Committee, GSAS will serve as the conduit for that correspondence and a general resource for the student.

### **Obtaining transcripts**

The office of Graduate Student Academic Services is pleased to provide a student a copy of his or her *unofficial transcript*, as well as letters verifying student status, degree status, or enrollment status, upon request. However, *official transcripts* must be obtained from the office of the University Registrar, and can be requested online through WIN by students with active WIN accounts. Alternatively, the University Registrar's office can be

contacted at (336)-758-5207, registrar@wfu.edu, or PO BOX 7207, Winston-Salem, NC 27109.

### **Cross-graduate-program course enrollment policy**

A graduate student wishing to enroll in a course taught in another graduate degree program in the WFU School of Business must obtain permission before completing such a course registration. To do this, the student needs to obtain the permission of their home program's Associate Dean, and then apply to the Associate Dean of the program in which the course is taught (the permission of the instructor for the course is not sufficient). If both Associate Dean approvals are secured and documented, the office of Graduate Student Academic Services can assist in officially enrolling the student in the course.

### **Grade deadlines**

Generally, grades are expected to be submitted from teaching faculty no more than seven days from the final day of class meetings/examinations and processed thereafter by Graduate Student Academic Services to appear on a student's transcript. When graduation or other end-of-term processes apply, this timeline is sometimes compressed.

### **Participation in hooding & commencement policy**

In general, students who do not meet graduation requirements as stipulated in the Graduate Programs Certification & Evaluation Document will not be allowed to participate in the hooding ceremony, commencement exercises, or other related events.

### **Requirements for graduating with academic distinction**

Graduates from WFU School of Business graduate programs who have at least an "A-" cumulative GPA and are in the top 10% of their program class at the time of graduation are eligible to graduate with distinction.

### **Beta Gamma Sigma eligibility**

Students in the top 20% of their graduate degree program class based on cumulative GPA at the time of selection (held annually after completing at least 50% of the program) are eligible to be inducted into Beta Gamma Sigma, the international honor society serving business programs accredited by AACSB.

## ***University ID Cards – The 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 School of Business 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 School 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 131, Alumni Hall. 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](mailto:sinkam@wfu.edu)), 336-758-4578, Farrell Hall A08. Provide your full name and six-digit number on the back of the card.

The Deacon Dollars Account is a student-requested declining balance debit account, which may be opened and used with your Deacon OneCard. The Deacon Dollars Account may be used at all dining locations, College Bookstore, Deacon Shop, Student Health Service, Student Union, Office of Financial and Accounting Services and University Police.

A Deacon Dollars 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, 12B. 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 & Found***

Reynolda Campus School of Business students may turn in found articles to Angie Sink, Farrell Hall A08 (IT/Building Operations). Items are placed in the Lost & Found drawers in the Student Printing room outside A08. More valuable items are locked within the IT suite. You may check with Angie ([sinkam@wfu.edu](mailto:sinkam@wfu.edu)), 336-758-4578, to see if a lost article has been turned in.

### ***Facilities Reporting***

Reynolda Campus students, faculty and staff may report any facility problems within Farrell Hall to Angie Sink ([sinkam@wfu.edu](mailto:sinkam@wfu.edu)), 336-758-4578, the SB Help Desk ([sbhelpdesk@wfu.edu](mailto:sbhelpdesk@wfu.edu)), 336-758-4126, or by using the online Building Maintenance report form located on the School of Business website. From the SB homepage 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.

### ***Building Room Schedule***

School of Business students may view the online room schedule for Farrell Hall and the WFU Charlotte Center by visiting the School of Business Intranet (<https://my.business.wfu.edu>). The room schedule is listed under the Administrative Resources section.

- Contact Angie Sink ([sinkam@wfu.edu](mailto:sinkam@wfu.edu) or 336-758-4578) with questions regarding Farrell Hall.
- Contact Roslyn Jones ([jonesrl@wfu.edu](mailto:jonesrl@wfu.edu) or 704-365-0278) with questions regarding the WFU Charlotte Center.

Room reservations for club meetings and other special events can be made by contacting your Integrative Student Services representative.

## ***Wake Forest University Charlotte Center Policies***

### ***Building Access***

Students in the Charlotte MBA Programs are permitted 24-hour access to our facility using their Deacon OneCard. For effective facility use and to keep our space in excellent condition, we ask that everyone be considerate of others, furnishings, technology, equipment and the facility.

Students may enter the WFU Charlotte Center through the main entrance of the building only. On weekends, students must enter through the handicap door (exterior building entrance). Your Deacon OneCard will give you access to our suite. If you lose your Deacon OneCard please visit <http://rlh.wfu.edu/one-card-replacement/> to obtain a new card. For security reasons, do not leave any exterior facility doors propped open.

### **Parking**

The parking garage is a part of the WFU Charlotte Center located at 200 North College Street. Entrances to the garage are on 5th and 6th Street. Please bring your parking ticket into our suite. Parking ticket validators (for students only) are located at the reception desk and in the student lounge area. Parking will be available on weekdays starting at 4:00 p.m. and all day Saturday and Sunday. All vehicles must be removed by 2:59 a.m. the following day.

Wake Forest University Charlotte Center parking garage privileges are for Wake Forest University business only. If the property manager determines parking privileges are being abused they retain the right to revoke all parking privileges for Wake Forest University students, faculty and staff.

### **Room Reservations**

1. There are 12 study rooms available for group study.
2. Study rooms may not be reserved.
3. Groups have priority over individuals for study room use.
4. Learning lab (rooms 106 and 107) and classroom reservations (rooms 123 and 124) can be reserved online (Room Scheduler). Reservations cannot exceed 4 hours within a 24-hour period. Multiple team members cannot reserve back to back blocks of time (i.e. one reserves it from 8-12, another from 12-4).
5. The boardroom is not considered a student study room.

### **IT/Computer Emergencies**

Onsite computer support will be available when classes are in session. If onsite IT support is unavailable, please contact the Help Desk by phone at 336-758-4126 or by email [sbhelpdesk@wfu.edu](mailto:sbhelpdesk@wfu.edu).

### **Furniture**

If furniture is moved, please return it to its original location.

### **Food and clean up:**

Food is provided before scheduled classes. We hope you enjoy the food provided and thank you for considering your classmates in your portion choices. Garbage and recycling bins are located in the kitchen area and outside the classrooms. Thank you for helping us recycle and maintain a clean, presentable facility for all to use and enjoy.

### **Alcohol use in the Charlotte Center**

Wake Forest University believes that all aspects of University life should provide fulfillment and balance to the academic and social mission of the alma mater. The Wake Forest University Charlotte Center is held to the same high standards as facilities, students, and employees on the Reynolda Campus. The Alcohol Use Policy is designed to provide clarity regarding the appropriate, safe, and legal consumption of alcoholic beverages at the Charlotte Center.

Outside of official university events, Graduate students in the Wake Forest University School of Business shall not consume alcohol onsite during regularly scheduled classes. The storage of student alcohol onsite is prohibited. Student alcohol found in the kitchen facility, including the

refrigerator, will be disposed of. Graduate students in business programs are held accountable to the code of conduct outlined in the WFU School of Business Graduate Student Handbook.

*Undergraduate students are to adhere to policies concerning alcohol use set forth in The Student Handbook and the Wake Forest University Student Code of Conduct and Judicial Procedures.*

### **Smoking**

Smoking is prohibited in the Wake Forest University Charlotte Center.

### **Building Maintenance/Emergencies**

Contact security afterhours for any maintenance or emergency needs: 980-388-1218.

The lighted WFU Charlotte Center parking deck and building are under video surveillance. One to two security staff patrol the parking deck. The lobby is staffed by security guards around the clock. Always be aware of your surroundings and lock your car doors when you leave your vehicle, while you are parked or driving. When walking to and from the building, we encourage the use of a buddy system. A security guard escort to or from your car is available by calling the security control center (980-388-1218). Call 911 if you witness any suspicious activity.

### **Security and After Hours Emergency Information**

Farrell Hall exterior doors are accessible 7:00 a.m. – 10:00pm Sunday through Saturday. During other hours please use your ID card at the exterior card reader doors.

For all **security concerns**, please contact University Police at 336-758-5911.

Outside of normal 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](mailto:sinkam@wfu.edu)), 336-758-4578, the SB Help Desk ([sbhelpdesk@wfu.edu](mailto:sbhelpdesk@wfu.edu)), 336-758-4126, or complete the on-line building maintenance report (see Facilities Reporting above).

### **Vending Reimbursements**

Contact **John Wise** ([jwise@wfu.edu](mailto:jwise@wfu.edu)), 336-758-2510, for all vending reimbursements.

### **Inclement Weather Plan**

**Day time programs:** The School of Business will follow the University's decision. For example, if the university is closed due to inclement weather, the School of Business will be closed; or, if the university is operating on a two-hour delayed, the School 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 via the following media:

- Winston-Salem Evening MBA: 336-758-4573

- Charlotte MBA Programs: 704-365-1717
- 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: communicated via the university's centralized broadcast methods

### ***Lifelong Learning Program***

The Lifelong Learning Program is offered only to alumni of the WFU School of Business graduate programs. Enrollment is specific to the degree program from which the alumnus graduated (MA, MBA, or MSA).<sup>1</sup> Alumni may enroll on a space-available basis and with permission of the relevant Associate Dean and course instructor. The applicable fees are \$500 (if auditing), and \$1000 (if taking the course for credit). Payment will be requested at the time of registration.<sup>2</sup> Alumni interested in taking an elective course for credit or audit may contact the Graduate Student Academic Services office at [SBGSAS@wfu.edu](mailto:SBGSAS@wfu.edu) or 336-758-3746.

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<sup>1</sup> International trips do not fall under this rule.

<sup>2</sup> 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.

## WFU School of Business ACADEMIC CALENDAR 2015-2016

	WFU Undergraduate Business Programs	Full-time MBA	MA in Management	Master of Science in Accountancy	Charlotte Evening MBA (Mon/Wed)	Charlotte Saturday MBA (Sat)	W-S Evening MBA (Tues/Thurs)	
<b>Summer 2015</b>	Orientation Begins		July 7					
	Classes Begin		July 13					
	Classes End		Aug 17					
<b>Fall 2015</b>	Orientation Begins			Aug 19	Aug 11		Aug 20	
	Classes Begin	Aug 25	Aug 25	Aug 25	Aug 24	Sept 5	Aug 25	
	Mini 1 Ends	Oct 12	Oct 15	Oct 15				
	Fall Break	Oct 16	Oct 16	Oct 16	Oct 14	Oct 17	Oct 15	
	Mini 2 Begins	Oct 13	Oct 19	Oct 19				
	Thanksgiving	Nov 25-29	Nov 25-29	Nov 25-29	Nov 25-29	Nov 25-29	Nov 25-29	
	Classes End*	Dec 4	Dec 11	Dec 11	Dec 4	Dec 9	Dec 5	
	Degrees Awarded	Dec 30			Dec 30		Dec 30	
	Orientation Begins		Jan 12	Jan 6	Jan 12	Jan 11	Jan 8	Jan 12
	MLK Holiday	Jan 18	Jan 18	Jan 18	Jan 18		Jan 23	
<b>Spring 2016</b>	Mini 3 Ends	Mar 1	Mar 4	Mar 4				
	Spring Break	Mar 5-13	Mar 5-13	Mar 5-13	Mar 5-13	Mar 5-13	Mar 5-13	
	Mini 4 Begins	Mar 2	Mar 14	Mar 14				
	Good Friday	Mar 25	Mar 25	Mar 25		Mar 26		
	Classes End*	Apr 27	May 5	May 5	Apr 27	May 4	May 7	April 28
	Degrees Awarded	May 16	May 16	May 16	May 16			
	Classes Begin	May 24/July 6			May 24/July 6	May 23	June 4	May 24
<b>Summer 2016</b>	Inl Trip				TBD	TBD		
	July 4 <sup>th</sup> Holiday	July 4		July 4	July 4		May 7 - 21	
	Classes End*	June 30/Aug 11		June 30/Aug 11	Aug 10	Aug 13	Aug 11	
	Degrees Awarded	Aug 15			Aug 15		Aug 15	

\*The last class meeting does not necessarily correspond with final exam date for a course, particularly for UG and MSA programs where the prescribed exam periods occur Dec 7-12 and April 29-30, May 2-5. Students should always consult with their instructors for authoritative information concerning any final exam dates.

An updated calendar is kept in the following network location: <http://business.wfu.edu/students/academic-services/>

Graduate Student Academic Services - 6/8/15

## Chapter V

### Graduate Degree Programs

#### ***Full-time MBA Degree Program Curriculum***

##### **First Year required Courses**

<b>Course Number</b>	<b>Title</b>	<b>Credit Hours</b>	<b>Starts</b>	<b>Ends</b>	<b>Transcript Location</b>
MGT 1250	Management Communication	2.0	Fall	Fall	Fall
MGT 1301	Accounting	3.0	Fall	Fall	Fall
MGT 2106	Law and Ethics	1.5	Fall	Fall	Fall
MGT 1450	Personal & Team Development	1.5	Fall	Fall	Fall
MGT 1700	Career Management	1.5	Fall	Fall	Fall
MKT 1351	Marketing Management	3.0	Fall	Fall	Fall
FIN 1101	Financial Management	3.0	Mini 2	Mini 2	Fall
MGT 1551	Business Analytics	4.0	Mini 2	Mini 3	Fall
OPS 1451	Operations Management	3.0	Mini 2	Mini 3	Fall
ITM 1651	Information Technology Management	2.0	Mini 3	Mini 3	Spring
MGT 1151	Macroeconomics	2.0	Mini 3	Mini 3	Spring
MGT 1401	Managerial Economics	2.0	Mini 3	Mini 3	Spring
MGT 1105	International Competitive Policy I	2.0	Mini 4	Mini 4	Spring
MGT 1701	International Business Management	2.0	Mini 4	Mini 4	Spring
First Year Electives		3.0	Mini 4	Mini 4	Spring

##### **Second Year Required Courses**

<b>Course Number</b>	<b>Title</b>	<b>Credit Hours</b>	<b>Starts</b>	<b>Ends</b>	<b>Transcript Location</b>
MGT 2105	International Competitive Policy II	1.5	Mini 3	Mini 3	Spring
MGT 1501	Organizational Behavior	3.0	Mini 1	Mini 2	Fall
MGT 2201	Wake Forest Business Solutions*	3.0	All Terms	All Terms	All Terms
Second Year Electives		22.5			
<b>Total Program Hours</b>		<b>65.5</b>			

Note: Students must declare a concentration

\*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 Six Sigma Practicum (OPS 5496) can also fulfill this requirement.

## ***The MBA Curriculum and the “MA Advantage”***

Graduates from the WFU School of Business MA in Management program have a head start on further graduate study with the “MA Advantage.” Graduates will receive credit for MA courses that are substantially equivalent to Wake Forest full-time MBA coursework if they apply for and are accepted into the full-time MBA program.

MA graduates returning to seek the full-time MBA degree must:

- Apply for and gain acceptance into the full-time MBA program (therefore meeting the standard work experience and other admissions requirements applicable to all full-time MBA applicants).
- Declare a concentration.
- Complete a program of study approved by the WFU School of Business Certification Committee, who will determine what course credit may be transferred into the program.
- Apply for admission into the full-time MBA program within four (4) years of their MA in Management graduation.

## ***The JD/MBA Joint 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 School 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 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 take their required MBA core courses in the third year and complete Wake Forest Business Solutions in the fourth year.

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 that withdraws from or is 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 School 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 School of Business.

## JD/ MBA Joint Degree Program Curriculum

### Management Credits

#### First-Year Required MBA 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 1450	Personal & Team Development	1.5
MGT 1501	Organizational Behavior	3.0
MGT 1551	Business Analytics	4.0
MGT 1700	Career Management	1.5

**First-Year Mini Electives (2)** 3.0

Credit Hours 34.0

#### Third and Fourth Years:

\* MBA – Required

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 9.0/6.0\*\*

MBA – Electives 6.0/9.0\*\*

**Total Credit Hours 49.0**

For information on the required Law curriculum please refer to the JD/MBA Program page on the Wake Forest University School of Law website at <http://academics.law.wfu.edu/programs/mba/>

\*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 Six Sigma Practicum (OPS 5496) can also fulfill this requirement.

## ***The MSA/MBA Joint 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 or GRE, complete an MBA application including recommendations, and be interviewed by Full-time Enrollment Management and Marketing Readiness and Employment 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 four 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 Academic 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.
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.

### ***The MSA/MBA Joint Degree Program Curriculum***

	<b><u>Management Credits</u></b>	<b><u>MSA Credits</u></b>
<b><u>Year 1-5</u></b>		
Undergraduate Semester Credit Hours		144.0
Graduate Semester Credit Hours		30.0
<b>Total MSA Semester Credit Hours</b>		<b>174.0</b>
<b><u>Year 6:</u></b>		
MBA – Required		
MGT 1501 – Organizational Behavior	3.0	
MGT 2105 - International Competitive Policy II	1.5	
MGT 2106 - Law and Ethics	1.5	
MGT 2201 - Wake Forest Business Solutions	3.0	
MBA – Electives	21.0	
<b>Total MBA Credit Hours</b>	<b>30.0</b>	
<b>Total Program Credit Hours</b>	<b>30.0</b>	<b>174.0</b>

## ***Full-time MBA Degree 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)

#### **Business Analytics (MGT 1551)**

Business Analytics focuses on using data, statistical analysis, and quantitative modeling to provide managers with an evidence-based decision-making methodology. This course covers the three major components of Business Analytics: Descriptive Analytics, Predictive Analytics, and Prescriptive Analytics. Descriptive Analytics is the use of data to report and understand past and current business performance. Descriptive Analytics topics covered in the course include probability theory, sampling and estimation, and statistical inference. Predictive Analytics are used to construct models from data to forecast future behavior of the business environment and the enterprise. Predictive models covered in the class include time analysis of variance, regression analysis, and time series analysis. Prescriptive Analytics are used to decide, based upon the predictive models, the best (optimum) decisions to make. Prescriptive models discussed in the course include decision analysis, simulation analysis, and constrained optimization.

(4 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)

### **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)

### **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)

#### **Personal & Team Development (MGT 1450)**

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)

### **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. (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) P – MGT 1105

### **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)

### **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 – be sure to reference the current schedule.

### **Advanced Branding (MKT 5482)**

Advanced Branding is a capstone course that requires application and integration of concepts and frameworks you have encountered in other marketing courses, as well as astute observations from internship and work experiences and insights from your own interactions with brands in the marketplace. The purpose of the course is to deepen your acquaintance with concepts, methods, and tools involved in building and assessing the drivers of brand equity. The centerpiece of your work will be the interpretation of results from a current survey of brand perceptions. Your primary challenge will be to apply contemporary branding models and trends, as well as your own insights, to understand why some brands currently hold stronger positions than do others, even in the same product categories. Building on this analysis, consideration will also be given to larger trends and best practices.

(1.5 credits) P – MKT 5481

### **Advanced Business Analytics (OPS 5510)**

This course integrates the advanced Business Analytics topics of data mining, multinomial logistic regression, and agent based modeling. Respectively, these topics target three stages of Business Analytics: Descriptive, Predictive, and Prescriptive analytics. Descriptive Analytics is the use of data to report and understand past and current business performance. Predictive Analytics builds models to forecast behavior of the business. Prescriptive Analytics determines, based upon the predictive models, the best (optimum) decisions to make.

(1.5 credits) P – MGT 1551

### **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) P – FIN 1101

### **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 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)

### **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.  
(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, & segments of an organization that has automated its manufacturing facilities or management methods. This course focuses on product costing systems & the ability, or inability, of these systems to assign costs. Cost allocations & 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.

(0.5 – 3 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 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 (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 Issues and Reform (MGT 5785)**

The course introduces American healthcare, its business dimensions and public policy concerns. The focus is on the policies, issues, deficiencies and opportunities of our US healthcare system which are the primary drivers behind healthcare reform. It reviews how technology impacts healthcare and the opportunities present to add better value. It explores demographic demand and utilization factors, regulatory compliance and risk, and the related strategy and planning concepts of healthcare organizations.

(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)**

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 America Management Program (MGT 3702)**

This experiential program runs from late May to early June, or during spring break. 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.

(1.5 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 School 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 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 3 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: Revenue Management (MKT 5790)**

Revenue management is a pricing process that began in services, but now is also practiced in manufacturing and retailing by which firms adjust capacity and set value-based prices dynamically and differentially across target segments. Gross revenue is often increased by as much as 10%. Revenue management focuses on the tactical analysis of rival firm reactions and adopts integrative systems crossing the functional borders of marketing, operations and finance. Decisions as seemingly removed as marketing strategy, capacity planning, markdown policy, and merchandizing are directly involved. Successful revenue management reveals which orders to refuse as well as what preferred customers are willing to pay for additional capacity with reliable delivery after other customers have been induced to move to more basic offerings.

(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)

**Project Nicaragua Management Program (MGT 3703)**

This experiential course provides students with the opportunity to learn about the challenges and opportunities of entrepreneurs and managers in the context of developing country. Students will gain an understanding of the economic, cultural, political, and social forces that affect business development by visiting Nicaragua and working with small business owners. The course provides opportunities for students to apply the knowledge acquired in their curriculum to consulting projects and teaching small business owners in Winston-Salem and Nicaragua.  
(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 (FIN 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 5172)**

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 5980C)**

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)

## ***MA in Management Degree Program Curriculum***

### **INTEGRATED ACADEMIC YEAR:**

<b>Course Title</b>	<b>Course Number</b>	<b>Term(s) Delivered</b>	<b>Transcript Term</b>	<b>Credit Hours</b>
Introduction to Business	MGT 2600	Summer	Summer	1.5
Personal Branding and Career Management	MGT 2700	Summer	Summer	1.0 (P/F)
L.E.A.D. I	MGT 2613	Summer / Fall	Summer	4
Business Analytics	MGT 2632	Summer / Fall	Summer	3
Accounting	MGT 2640	Summer / Fall	Fall	3
Managerial Economics	MGT 2660	Fall	Fall	2
Marketing Management	MKT 2670	Fall	Fall	3
Financial Management	FIN 2650	Fall	Fall	3
Information Technology Management	ITM 2690	Spring	Spring	2
L.E.A.D. II	MGT 2614	Spring	Spring	4
Legal Environment of Business	MGT 2615	Spring	Spring	1
Business Strategy and Planning	MGT 2621	Spring	Spring	1.5
Macroeconomics	MGT 2661	Spring	Spring	2
Operations Management	OPS 2680	Spring	Spring	3
Elective	Various	Spring	Spring	1.5
Business Simulation Capstone	MGT 2603	Spring	Spring	1.5
<b>TOTAL</b>				<b>37</b>

## ***MA in Management Degree Program Course Descriptions***

### **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 & internal users of accounting information. Accounting is studied as a method of communication and as a decision-making tool. Topics include accounting principles and concepts, accounting cycle, financial statement analysis, ratio analysis, working capital, investments and long-lived assets, liabilities and owners' equity, differential analysis, cost-volume-profit, budgeting, and job order costing.

(3 credits)

#### **Business Analytics (MGT 2632)**

In this course you will learn how to “see,” interpret, and present information in ways that will enable you to solve business problems. 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. General topics include data collection, distributions and descriptive statistics, sampling distributions, confidence intervals and hypothesis testing, regression, analysis of variance, and chi-square analysis.

(3 credits)

#### **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)

#### **Business Strategy and Planning (MGT 2621)**

Business Strategy & Planning provides a broader view of the issues facing business organizations than the functional area courses. The center of attention is the total enterprise – the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Topics include industry and competitive analysis, external/internal analysis, company analysis, strategic responses, and gaining competitive advantage.

(1.5 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)**

In this course we will investigate the nature of business and the market economy, exploring in particular the moral purposes business can and should serve. We will look at both classical and contemporary sources that explain and advocate business and the market economy, as well as sources that raise challenges and criticisms. Our goal will be to develop an informed and educated answer to the question, “Why business?” (1.5 credits)

#### **L.E.A.D. I (Leadership, Executive Presence, Action Learning, and Development) (MGT 2613)**

Interpersonal relations, communication, and teamwork are integral parts of all organizations. In this course, students will be introduced to major concepts in organizational behavior most relevant to leadership and teamwork. Students will also learn communication strategies and practical communication applications. To solidify understanding and appreciation for leadership, teamwork, communication, and other business disciplines, students will work in teams to solve a real business problem for an external client.

(4 credits)

#### **L.E.A.D. II (Leadership, Executive Presence, Action Learning, and Development) (MGT 2614)**

This course extends L.E.A.D. I by examining interpersonal and team dynamics in the broader context of an organization. In L.E.A.D. II, students will learn about effective team and organizational leadership, honor, and factors that affect the student’s professional identity, character, and global perspective. Students will further develop their ability to communicate and positively influence others, and gain additional practical experience by completing a second team-based project for an external client.

(4 credits)

#### **Legal Environment of Business (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.

(1.0 credits)

#### **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)

### **Personal Branding & Career Management (MGT 2700)**

Understanding business career paths and gaining a competitive advantage in the global workplace 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.

(1.0 credits, pass/fail)

## **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)

### **Business Modeling (MGT 2633)**

This course builds on the concepts learned in Business Analytics and explores how managers can use business models as an aid to managerial decision making. General topics include yield management, forecasting, optimization, and simulation.

(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)

**Independent Study (MGT 2699)**

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)

## **MSA Degree Program Curriculum**

The following prerequisite courses must be completed prior to enrolling in the MSA program. Successful completion of these courses is required with a grade of C or higher, or admission will be reconsidered.

<b>Required Prerequisite Courses</b>	<b>Credit Hours</b>
ACC 510 Introduction to Financial Accounting	3.0
ACC 550 Principles of Management Accounting	3.0
FIN 510 Principles of Finance	3.0
ACC 520 Intermediate Accounting I	4.0
ACC 530 Intermediate Accounting II	4.0
ACC 540 Introduction to Taxation	3.0

Of the prerequisite courses, FIN 510, ACC 520, ACC 530 and ACC 540 must be taken at a four-year, U.S. AACSB-accredited school; otherwise, students are expected to take them on the Wake Forest campus the summer before the program begins in August (exceptions must be approved by the Admissions Committee).

<b>Required Courses:</b>	<b>Credit Hours</b>
ACC 690 Profession and Ethics 1	1.5
ACC 692 Profession and Ethics 2	1.5
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 Management	1.5
ACC 731 Federal Taxation of Corporations	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
ACC 735 Mergers & Acquisition	1.5

Financial Transaction Services:

FIN 632	Intermediate Financial Management*	3.0
ACC 780	Financial Markets, Products, and Transactions	1.5
ACC 782	Business Valuation	3.0
FIN 5110	Advanced Financial Management	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)
- MGT 1701 International Business Management (1.5)
- Approved Law School or MBA courses
- Any course in another track listed above

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

\*The FIN 632 course requirement may be waived by program leadership for eligible students

## ***MSA Degree Program 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. (1.5 credits) P—Enrollment in the MSA program

### **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. (3 credits) P—Enrollment in MSA program and POI

### **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, minimum of C in ACC 212 or ACC 530, or POI.  
(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. (3 credits) P—Enrollment in the MSA program or POI

### **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.

(3 credits) P—Enrollment in MSA program or POI

### **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)

### **Financial Markets, Products, and Transactions (ACC 780)**

This course will introduce students to (1) primary capital markets (debt, equity, commodity, derivative, money, etc.) (2) basic financial products (debt, equity, derivatives), and (3) basic structured transactions. The goal of this course is to inform accounting students of the various types of financial transactions they will encounter, the various players in these transactions, and the various accounting firm diligence roles in these transactions.

(1.5 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.

(1.5 credits) P—Enrollment in the MSA program.

### **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.

(1.5 credits) P—Admission to MSA program

**Individualized Reading and Research (ACC 797, 798)**

Directed study in specialized areas of accountancy. P—Enrollment in MSA program  
(Credit to be arranged)

**Intermediate Financial Management (FIN 632)**

This course provides an examination of financial decision making under uncertainty, stressing practical application of technology such as Excel spreadsheet applications. Topics include yield curves and interest rate risk; the uses and risks of derivative securities; capital structure and the impact of leverage; statistical estimation of the cost of capital for the firm and its projects; pro forma financial statement forecasting; and discounted cash flow valuation of the firm.  
(3 credits)

**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.  
(3 credits) P—Admission to MSA program; P or C—ACC 651

**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.  
(1.5 credits) P—ACC 731 or POI

**Negotiations (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.  
(1.5 credits) P—Enrollment in the MSA program

**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.  
(3 credits) P—Admission to MSA program and POI

**Profession and Ethics 1 (ACC 690)**

This course begins the process of moving students along a continuum from student to emerging accounting professional. Students begin to develop an understanding of the accounting profession's broad societal purposes, as well as its ethical standards and practices. Students experience and reflect on the meaning and demands of professional accounting practice so as to develop an emergent professional identity consistent with the profession's broad purposes and ethical standards and practices.  
(1.5 credits)

**Profession and Ethics 2 (ACC 692)**

In this course, students build on their work in ACC 690 and, as relevant, in ACC 691, to further develop their understanding of the accounting profession and of their various responsibilities as professional accountants—to the profession, to their clients, and to the public at large. Students experience and reflect on the meaning and demands of professional accounting practice so as to further develop their professional identity.  
(1.5 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.

(1.5 credits) P—Enrollment in MSA program

#### **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.

(1.5 credits) P—Enrollment in MSA program or POI

#### **Selected Topics in Taxation (ACC 732)**

Review of advanced tax topics including consolidated tax returns, international transactions, multistate corporate taxation, and family tax planning.

(3 credits) P—ACC 731 or POI

#### **Strategic Cost Management (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

(1.5 credits) . P—Enrollment in MSA program or POI

#### **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. (1.5 credits) P—ACC237

#### **Tax Policy and Planning (ACC 733)**

Examination of current tax policy issues and the effects of taxes on investment alternatives.

(1.5 credits) P—Enrollment in MSA program or POI

#### **Tax Research Methods (ACC 730)**

Survey of the methods and resources used by tax practitioners in researching compliance and planning issues.

(1.5 credits) P—Enrollment in MSA program or POI

#### **Topics in Accountancy (ACC 688)**

This course addresses contemporary topics in accountancy 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.

(0.5 to 3 credits – to be determined at each offering) P—Enrollment in MSA program or POI

### **PREREQUISITE COURSE DESCRIPTIONS**

#### **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.

(4 credits) P—Equivalent of ACC 510 with a C or higher and contingent admission into the MSA program required

**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.

(4 credits) P—Equivalent of ACC 520 with a C or higher and contingent admission into the MSA program required

**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.

(3 credits) P—Contingent admission into the MSA program required

**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.

(3 credits) P—Contingent admission into the MSA program required

**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.

(3 credits) P—ACC 510 or equivalent with a C or higher and contingent admission into the MSA program required

**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.

(3 credits) P — Contingent admission into the MSA program required

## **Winston-Salem Evening MBA Degree Program Curriculum**

<b>Courses</b>	<b>Credit Hours</b>
<b>First year – fall</b>	
MGT 8080 Financial Accounting	3
MGT 8110 Behavior and Leadership in Organizations	3
MGT 8450 Personal & Team Development	1.5
MGT 8200 Intro to Strategy	1.5
<b>First year – spring</b>	
MGT 8142 Managerial Economics	3
MGT 8150 Quantitative Business Methods	3
MGT 8180 Managerial Accounting	1.5
MGT 8270 Ethical Decision Making	1.5
<b>First year – summer</b>	
ITM 8190 Information Technology Management	3
MKT 8221 Marketing Management	3
OPS 8169 Operations Management	3
<b>Second year – fall</b>	
FIN 8136 Financial Management	4.5
MGT 8111 Leadership	3
MGT 8120 Perspectives on Global Business	1.5
<b>Second year – spring</b>	
MGT 8122 Global Strategic Management	3
MGT 8143 Macroeconomics	3
MGT 8172 Business Law	1.5
MGT 8360 Negotiations	1.5
<b>Second year – summer</b>	
Elective or International Study	3
Elective	3
Elective	3
<b>Required Credit Hours</b>	<b>45</b>
<b>Elective Credit Hours</b>	<b>9</b>
<b>Total Credit Hours</b>	<b>54</b>

## ***The PhD/MBA Joint Degree Program***

Participants in the PhD/MBA program are expected to comply with the general academic policies of both the PhD and Winston-Salem Evening MBA programs except as those policies are specifically altered to accommodate the PhD/MBA joint program. Curriculum and other academic matters affecting only the PhD 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 PhD/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 School of Business. Normal Winston-Salem Evening MBA program application procedures will be required including a completed application, GMAT or GRE 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 or GRE, undergraduate GPA and work experience requirements. While the Evening Admissions Committee will be glad to receive input from the Graduate School about candidates' applications, the School 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 PhD program advisor and departmental chair for admissions consideration.
- 2. Tuition.** Accepted PhD/MBA Program candidates may be eligible to receive tuition waivers in the amount of 50% of the Winston-Salem Evening MBA program tuition.
- 3. Course of Study.** Students in the PhD/MBA Program will be required to successfully complete the 45 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 48. Normal Winston-Salem Evening MBA Program course sequencing and prerequisites will prevail for PhD/MBA students. The School of Business will give 6 hours of credit for successful completion of technical course work as outlined in the student's PhD course of study during the first two years of their PhD program. The registrar of the Graduate School will verify successful completion of the first two years of the PhD program.

It is expected that PhD/MBA students will begin their program in the Graduate School and spend the first two years of the program taking PhD 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 standard amount of time. PhD/MBA students are required to take at least one course during their final semester & pay the normal program cost.

- 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.

PhD/MBA candidates will receive their degrees simultaneously and must complete all PhD/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 School 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.

### **The PhD/MBA Joint Degree Program Curriculum**

	<b>Credits Hours</b>
<b><u>First year</u></b>	
Graduate School Curriculum	
<b><u>Second year</u></b>	
Graduate School Curriculum	
<b><u>Third year - fall</u></b>	
MGT 8080 Financial Accounting	3
MGT 8110 Behavior and Leadership in Organizations	3
MGT 8450 Personal & Team Development	1.5
MGT 8200 Intro to Strategy	1.5
<b><u>Third year – spring</u></b>	
MGT 8142 Managerial Economics	3
MGT 8150 Quantitative Business Methods	3
MGT 8180 Managerial Accounting	1.5
MGT 8270 Ethical Decision Making	1.5
<b><u>Third year – summer</u></b>	
ITM 8190 Information Technology Management	3
MKT 8221 Marketing Management	3
OPS 8169 Operations Management	3
<b><u>Fourth year – fall</u></b>	
FIN 8136 Financial Management	4.5
MGT 8111 Leadership	3
MGT 8120 Perspectives on Global Business	1.5
<b><u>Fourth year – spring</u></b>	
MGT 8122 Global Strategic Management	3
MGT 8143 Macroeconomics	3
MGT 8172 Business Law	1.5
MGT 8360 Negotiations	1.5
<b><u>Fourth year – summer</u></b>	
Elective or International Study	3
<b><u>Fifth year &amp; beyond</u></b>	
Dissertation / Other PhD Program Requirements at the Graduate School	
<b>Required MBA Credit Hours</b>	<b>45</b>
<b>Elective MBA Credit Hours</b>	<b>3</b>
<b>Total Credit Hours</b>	<b>48 MBA + Grad School hours</b>

## ***Winston-Salem Evening MBA Program Course Descriptions***

### **REQUIRED COURSES:**

#### **SEMESTER 1 (FALL):**

##### **Behavior and Leadership in Organizations (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)

##### **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)

##### **Introduction to Strategy (MGT 8200)**

The course examines the fundamental components of the strategic management discipline. Strategy process, content and context will be explored utilizing texts, historical and contemporary case studies, and the seminal academic and current practitioner literatures. The topics comprise the integrative core of strategic management and establish an interdisciplinary framework that connects to other courses in the curriculum. Subjects and concepts include strategy formulation, industry and competitive analysis, and competitive advantage.

(1.5 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)

#### **SEMESTER 2 (SPRING):**

##### **Ethical Decision Making (MGT 8270)**

While ethical decision—particularly those with ill effects—are all too common in business news, approaches to ethical problems require more than good values: business managers must approach, analyze, and communicate ethical decisions effectively. Using a combination of philosophical theory, case studies, and group action/reflection projects, students will practice skills of analysis and communication in the context of business ethics.

(1.5 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.  
(1.5 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)

### **Quantitative Methods (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.  
(3 credits)

## **SEMESTER 3 (SUMMER):**

### **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)

### **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)

#### **SEMESTER 4 (FALL):**

##### **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.  
(4.5 credits)

##### **Leadership (MGT 8111)**

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.  
(3 credits)

##### **Perspectives on Global Business (MGT 8120)**

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.  
(1.5 credits)

#### **SEMESTER 5 (SPRING):**

##### **Business Law (MGT 8172)**

A survey of legal subjects that managers frequently encounter in their careers and with which every manager should be conversant, including: property, contract, tort, corporate governance, employment discrimination, sexual harassment, and government regulation. 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 the law.  
(1.5 credits)

##### **Global Strategic Management (MGT 8122)**

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)

#### **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)

#### **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.

(1.5 credits)

### **SEMESTER SIX (SUMMER):**

#### **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 can run from late May to early June, or during spring break. 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.

(1.5 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)

### **Profession of Business (MGT 8215)**

This course is about resisting the notion that work divides into “just business” and “higher aims”: business is a higher aim as it generates value for society and fuels broad progress. This online course will use challenging readings about the theories of business and society, along with selections from literature and professional identity, to provide a context for discussing the purposes of engaging in business. We will consider the roles of business in society and the ways individuals conceive of themselves as business professionals.

(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) \*Course may be offered online

#### **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 MBA Degree Program Curriculum**

<b>Courses</b>	<b>Credit Hours</b>
<b>First year – fall</b>	
MGT 4140 Financial Accounting	3
MGT 4110 Behavior and Leadership in Organizations	3
MGT 4150 Personal & Team Development	1.5
MGT 4200 Intro to Strategy	1.5
<b>First year – spring</b>	
MGT 4160 Managerial Economics	3
MGT 4130 Quantitative Business Methods	3
MGT 4143 Managerial Accounting	1.5
MGT 4270 Ethical Decision Making	1.5
<b>First year – summer</b>	
ITM 4190 Information Technology Management	3
MKT 4103 Marketing Management	3
OPS 4184 Operations Management	3
<b>Second year – fall</b>	
FIN 4154 Financial Management	4.5
MGT 4111 Leadership	3
MGT 4120 Perspectives on Global Business	1.5
<b>Second year – spring</b>	
MGT 4122 Global Strategic Management	3
MGT 4161 Macroeconomics	3
MGT 4210 Business Law	1.5
MGT 4360 Negotiations	1.5
<b>Second year – summer</b>	
Elective or International Study	3
Elective	3
Elective	3
<b>Required Credit Hours</b>	<b>45</b>
<b>Elective Credit Hours</b>	<b>9</b>
<b>Total Credit Hours</b>	<b>54</b>

## **Charlotte Evening MBA Degree Program Course Descriptions**

### **SEMESTER 1 (FALL):**

#### **Behavior and Leadership in Organizations (MGT 4110)**

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)

#### **Financial Accounting (MGT 4140)**

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)

#### **Introduction to Strategy (MGT 4200)**

The course examines the fundamental components of the strategic management discipline. Strategy process, content and context will be explored utilizing texts, historical and contemporary case studies, and the seminal academic and current practitioner literatures. The topics comprise the integrative core of strategic management and establish an interdisciplinary framework that connects to other courses in the curriculum. Subjects and concepts include strategy formulation, industry and competitive analysis, and competitive advantage.

(1.5 credits)

#### **Personal & Team Development (MGT 4150)**

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)

### **SEMESTER 2 (SPRING):**

#### **Ethical Decision-Making (MGT 4270)**

While ethical decision—particularly those with ill effects—are all too common in business news, approaches to ethical problems require more than good values: business managers must approach, analyze, and communicate ethical decisions effectively. Using a combination of philosophical theory, case studies, and group action/reflection projects, students will practice skills of analysis and communication in the context of business ethics.

(1.5 credits)

### **Managerial Accounting (MGT 4143)**

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.  
(1.5 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)

### **Quantitative Business Methods (MGT 4130)**

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.  
(3 credits)

## **SEMESTER 3 (SUMMER):**

### **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)

### **Marketing Management (MKT 4103)**

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 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)

#### **SEMESTER 4 (FALL):**

##### **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.  
(4.5 credits)

##### **Leadership (MGT 4111)**

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.  
(3 credits)

##### **Perspectives on Global Business (MGT 4120)**

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.  
(1.5 credits)

#### **SEMESTER 5 (SPRING):**

##### **Business Law (MGT 4210)**

A survey of legal subjects that managers frequently encounter in their careers and with which every manager should be conversant, including: property, contract, tort, corporate governance, employment discrimination, sexual harassment, and government regulation. 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 the law.  
(1.5 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.

(3 credits)

#### **Macroeconomics (MGT 4161)**

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)

#### **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.

(1.5 credits)

### **SEMESTER SIX (SUMMER):**

#### **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, or during spring break. 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.

(1.5 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)

### **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)

### **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 MBA Degree Program Curriculum**

<b>Courses</b>	<b>Credit Hours</b>
<b>First year – spring</b>	
MGT 4640 Financial Accounting	3
MGT 4610 Behavior and Leadership in Organizations	3
MGT 4650 Personal & Team Development	1.5
MGT 4600 Intro to Strategy	1.5
<b>First year – summer</b>	
MGT 4662 Managerial Economics	3
MGT 4630 Quantitative Business Methods	3
MGT 4641 Managerial Accounting	1.5
MGT 4672 Ethical Decision Making	1.5
<b>First year – fall</b>	
ITM 4690 Information Technology Management	3
MKT 4604 Marketing Management	3
OPS 4683 Operations Management	3
<b>Second year – spring</b>	
FIN 4650 Financial Management	4.5
MGT 4611 Leadership	3
MGT 4623 Perspectives on Global Business	1.5
<b>Second year – summer</b>	
MGT 4661 Macroeconomics	3
Elective or International Study	3
Elective	3
<b>Second year – fall</b>	
MGT 4620 Global Strategic Management	3
MGT 4663 Business Law	1.5
MGT 4613 Negotiations	1.5
Elective	3
<b>Required Credit Hours</b>	<b>45</b>
<b>Elective Credit Hours</b>	<b>9</b>
<b>Total Credit Hours</b>	<b>54</b>

# **Charlotte Saturday MBA Degree Program Course Descriptions**

## **FIRST YEAR REQUIRED COURSES**

### **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)

#### **Introduction to Strategy (MGT 4600)**

The course examines the fundamental components of the strategic management discipline. Strategy process, content and context will be explored utilizing texts, historical and contemporary case studies, and the seminal academic and current practitioner literatures. The topics comprise the integrative core of strategic management and establish an interdisciplinary framework that connects to other courses in the curriculum. Subjects and concepts include strategy formulation, industry and competitive analysis, and competitive advantage.

(1.5 credits)

#### **Personal & Team Development (MGT 4650)**

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)

### **SEMESTER 2 (SUMMER):**

#### **Ethical Decision Making (MGT 4672)**

While ethical decision—particularly those with ill effects—are all too common in business news, approaches to ethical problems require more than good values: business managers must approach, analyze, and communicate ethical decisions effectively. Using a combination of philosophical theory, case studies, and group action/reflection projects, students will practice skills of analysis and communication in the context of business ethics.

(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.  
(1.5 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 Business Methods (MGT 4630)**

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 3 (FALL):**

### **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.  
(3 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. (3 credits)

## **SECOND YEAR REQUIRED COURSES**

### **SEMESTER 4 (SPRING):**

#### **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)

#### **Leadership (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. (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. (1.5 credits)

### **SEMESTER 5 (SUMMER):**

#### **Macroeconomics (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)

**SEMESTER 6 (FALL):**

**Business Law (MGT 4663)**

A survey of legal subjects that managers frequently encounter in their careers and with which every manager should be conversant, including: property, contract, tort, corporate governance, employment discrimination, sexual harassment, and government regulation. 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 the law.  
(1.5 credits)

**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)

**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.  
(1.5 credits)

**ELECTIVE COURSES:**

All of the courses listed are not offered each year – be sure to refer to 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)

### **Entrepreneurial Essentials (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)

### **Environmental Sustainability (MGT 4680)**

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 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)

### **Healthcare Operations Management (MGT 4786)**

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, 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, or during spring break. 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.

(1.5 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)

### **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)

## Chapter VI

### Graduate Programs Certification & 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 School of Business.<sup>3</sup> The administration of these requirements and policies is the responsibility of the dean of the School 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 administrators of the various graduate degree programs 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 administrators of the MSA degree program 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 School 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. One exception to this duty is the hearing of petitions for readmission from students who have been dismissed as a result of the honor code process – the Certification Committees do not hear or adjudicate such petitions.
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.

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<sup>3</sup> The certification and evaluation requirements and policies for the undergraduate programs at School of Business are the responsibility of the college.

## **II. General Requirements and Procedures**

**II.a General.** Students may participate in graduate programs only on a full-time basis, unless an alternate plan of study is approved by action of the Certification Committee. For purposes of the School of Business, a full-time basis is defined as enrolling in a minimum of nine credit hours per semester.<sup>4</sup> 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 semester.

**II.b Curriculum.** Specific courses required for graduation and their credit hour assignment will be provided to all students upon matriculation into the School 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 School of Business, elsewhere in Wake Forest University or at another institution, meeting with the associate dean of students or his/her designee, and other requirements as deemed appropriate.<sup>5</sup> The Certification Committee also may require higher than minimum academic performance in future course work.

**Dismissal.** All students are expected to put forth their best efforts in contributing to their experience and that of their colleagues at the School 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.

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<sup>4</sup> 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.

<sup>5</sup> 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.

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 School 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 School of Business.** If a student desires to voluntarily withdraw from his/her program, he or she must first discuss the plans with their program academic 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 academic 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 School 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 School 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- <sup>6</sup>	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 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

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<sup>6</sup> 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.

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 School 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 officials<sup>7</sup> 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.

**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 academic 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.

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<sup>7</sup> 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.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.<sup>8</sup> 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.** Generally, after seventy-five percent (75%) of the class sessions for a course have been completed, a student may not withdraw from the course. Furthermore, generally speaking, withdrawal from a required course or activity can only be accomplished by withdrawal from the program.

Under exceptional circumstances such as a documented medical emergency, a student may be granted a withdrawal with a “Withdrawal” (“WD”), a “Withdrawal-Passing” (“WP”), or a “Withdrawal-Failing” (“WF”) being recorded on the transcript. If a “WD” or “WP” is given, the course will remain on the transcript but will not factor into GPA calculations. If a “WF” is given, the course will factor into GPA calculations as a grade of “F.” Such final notations are given when deemed appropriate by the Certification Committee on a case by case basis, and with the written approval of the instructor.

**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 appropriate senior associate dean who will study the matter, work with the parties, and reach a final resolution. Documentation regarding student complaints and resolutions is kept on file in the Office of Graduate Student Academic Services until the student graduates, at which point it is securely destroyed.

## **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

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<sup>8</sup> A “class equivalent” session is defined as one 75 minute course of instruction. A 3.0 hour class has 150mins of in-classroom time per week (whether that be three 50 mins meetings, or two 75 min meetings, or a single 150 min meeting -- not including breaks)

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 School 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 School 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 School 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 School 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 School 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.

In the event that a student does receive approval from the Certification Committee for transfer credit, at least 75% of credits required for graduation must be earned through instruction at the Wake Forest University School of Business.

- VI.c Transfer Credit Request Procedure.** Petitions for transfer credit for courses taken outside the School 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 School of Business, but are in: 1) other units of Wake Forest University, or 2) a School 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.<sup>99</sup>

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 academic 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 academic 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 School of Business faculty. However, a student admitted to the School 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.

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<sup>99</sup> 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 School of Business student's performance relative to others in the class.