



ELON MBA

ERNEST A. KOURY, SR.

A C A D E M I C C A T A L O G 2 0 0 8 - 2 0 0 9



Elon University programs are built upon the liberal arts and sciences and offer excellent professional preparation. The Martha and Spencer Love School of Business, which offers the MBA, is one of only four business schools at private institutions in North Carolina accredited by the Association to Advance Collegiate Schools of Business (AACSB International). This is the highest standard of achievement for business schools worldwide. The M.Ed. is offered through Elon's School of Education, which is accredited by the National Council for Accreditation of Teacher Education (NCATE). The physical therapy department at Elon offers the DPT and has earned accreditation by the Commission on Accreditation in Physical Therapy Education (CAPTE) of the American Physical Therapy Association (APTA). The Elon University School of Law opened on the Greensboro campus in August 2006 and received provisional accreditation by the American Bar Association in June 2008, the earliest possible date under accreditation guidelines. Beginning in summer 2009, Elon will offer a master's degree in interactive media. Each of the graduate programs is stamped with Elon's distinctive academic approach, combining rigorous intellectual activity and practical experience. Small classes and creative, dedicated faculty make the Elon graduate experience personal, challenging, and exciting. I welcome your interest in graduate education at Elon and hope you will give serious consideration to joining our community of scholars.

Sincerely,

Leo M. Lambert

President, Elon University



CONTENTS

GRADUATE EDUCATION AT ELON

MBA	2
M.Ed.....	2
DPT.....	3
J.D.	3
VISITING AND CONTACTING CAMPUS.....	3

INTRODUCTION

THE MISSION OF ELON UNIVERSITY GRADUATE PROGRAMS.....	4
HISTORY.....	4
LOCATION.....	5
DEGREES AND MAJORS.....	5
ENROLLMENT.....	6
ACCREDITATION.....	6
LIBRARY/TECHNOLOGY CENTER.....	6
WRITING ASSISTANCE AND COMPUTER SERVICES.....	6
CAREER SERVICES AND PROFESSIONAL PLACEMENT ASSISTANCE	7
PARKING.....	7
THE GRADUATE ADMISSIONS PROCESS.....	7
Basic Requirements.....	7
Application Procedures, Testing, Transfer Credits and Graduate Program Costs.....	7
ACADEMIC REGULATIONS.....	9
Course Registration.....	9
Changes in Class Schedule.....	9
Dropping Courses.....	9
Graduate Grading System and Quality Points.....	9
Grade Point Average (GPA).....	10

Continuation Standards and Graduation Requirements.....	10
Access to Student Educational Records.....	10
Transcripts of Student Records.....	11
Changes.....	11
Policies.....	11

THE MBA PROGRAM

AN OUTSTANDING EDUCATIONAL OPPORTUNITY.....	13
AN INTEGRATED PROGRAM OF STUDY BASED ON LEADERSHIP DEVELOPMENT.....	13
THE CURRICULUM.....	13
Foundation Courses.....	14
Graduate Courses.....	14
MBA Curriculum.....	14
Class Schedule and Course Load.....	15
Accreditation.....	15
Program Learning Objectives.....	15
The Faculty.....	16
Costs.....	16
Refunds.....	16
MBA STUDENT STATUS POLICY.....	17
MBA ADMISSIONS REQUIREMENTS AND PROCEDURES.....	17
Testing For MBA Students: GMAT.....	18
Transfer Credits.....	18
Enrollment Status.....	19
International Students.....	19
Continuation Standards.....	20
Graduation and Degree Requirements.....	20
Elective Courses.....	21
ADMINISTRATION.....	23
FACULTY.....	23

GRADUATE EDUCATION AT ELON

Located in the beautiful Piedmont section of North Carolina, Elon University has earned a regional and national reputation for excellence both in undergraduate and graduate programs. Academic innovation is the hallmark of an Elon education, and the Master of Business Administration (MBA), Master of Education (M.Ed.), Doctor of Physical Therapy (DPT) and Juris Doctor (J.D.) programs exemplify Elon's commitment to combining a stimulating classroom environment with opportunities to apply knowledge in a practical setting.



MBA

In the Elon MBA program, graduate students develop analytical and leadership skills. They learn the theories and concepts inherent in the disciplines of accounting, business administration and economics, and they prepare for business careers requiring innovative leadership, a knowledge of global markets and facility with sophisticated information technology. The distinctive program includes the opportunity to incorporate into their current work the skills and concepts they learn in their graduate courses. The program also includes a regularly scheduled international trip exposing students to foreign markets and the global economy. This program, designed to meet the needs of full-time working professionals, is typically completed within 21 to 33 months.

M.Ed.

The M.Ed. program offers graduate licensure in elementary education (K-6), gifted education (K-12), and special education (K-12). In the M.Ed. program, students hone skills for implementing appropriate instruction, differentiating curriculum for special needs students, and planning and conducting behavior management programs. While skill development is an important aspect of the program, empowering teachers to make professionally mature decisions and developing collaborative leadership and research expertise are emphasized. The M.Ed. Summer Cohort program provides licensed teachers the opportunity to complete the degree in just three summers. The Advanced Track option allows students with degrees outside education to obtain initial and advanced licensure in an integrated program.

DPT

Graduate students enrolled in the Doctor of Physical Therapy program have unique opportunities to practice specific learning objectives in a variety of clinical settings. The partnership between Alamance Regional Medical Center and Elon's Department of Physical Therapy offers students a wealth of clinical and research opportunities. The philosophy of the DPT program emphasizes critical thinking, active learning, strong clinical experiences, and inquiry-based approaches to treatment and research. The program produces graduates who are highly skilled clinician generalists and compassionate individuals, well prepared for leadership as key members of a health care team.

J.D.

The Elon University School of Law opened in downtown Greensboro, North Carolina, in fall 2006 with a charter class of 100 students. The school builds on Elon University's national reputation for excellence in engaged learning and leadership education. It provides experiential opportunities for law students in a learning laboratory environment, with direct access to the region's major courts, law firms and government and nonprofit agencies. Elon law students acquire excellent knowledge of the law. They develop broad lawyering skills and learn how to listen, communicate, interact effectively and resolve conflict in the broad range of complex situations lawyers confront. They are empowered to improve our system of justice and make the world a better place.

The School of Law produces a separate academic catalog, which can be accessed online at law.elon.edu.



VISITING AND CONTACTING CAMPUS

Visitors to the university are welcome at all times. Administrative offices are open Monday through Friday from 8 a.m. until 5 p.m. The Office of Graduate Admissions is located on the Elon campus in the Powell building, suite 101, and can be reached at 336-278-7600 or 800-334-8448, ext. 3 (Fax: 336-278-7699). You may also wish to contact us by e-mail at gradadm@elon.edu. For information about visiting the School of Law, contact the admissions office at 336-279-9200 or law@elon.edu.

Elon University does not discriminate with regard to race, color, religion, sex, age, national or ethnic origin, veteran status or disability in the recruitment and admission of students, the recruitment and employment of faculty and staff or the operation of any of its programs. Students with documented disabilities may request in writing reasonable special services and accommodations. Questions should be directed to Ms. Susan Wise, disability services coordinator, Duke 108H, 336-278-6500.

The university's Section 504 coordinator for students and Title IX coordinator is Ms. Jana Lynn Patterson, Moseley 206, 336-278-7200. The university's Section 504 coordinator for applicants and current employees is Mr. Ronald Klepcyk, 314 W. Haggard Ave., 336-278-5560.

INTRODUCTION

THE MISSION OF ELON UNIVERSITY GRADUATE PROGRAMS

Through its graduate programs, Elon University gives students the opportunity to acquire a high level of competence in their fields of interest and to gain significant experience in the application of advanced knowledge and skills. Graduate programs offered at Elon foster a stimulating intellectual community based upon close interaction with faculty, academic engagement with peers in and out of the classroom, and a university environment fully committed to supporting inquiry and research. Graduates from Elon's advanced degree programs are prepared to assume positions as active professionals committed to continued learning and to the advancement of their professions.

Elon University offers graduate programs that are:

- Connected to the university's undergraduate programs, building on existing strengths and contributing to the enhancement of the quality of the undergraduate experience
- Committed to the broad perspective of arts and sciences
- Distinctive, excellent in overall quality and responsive to the needs of society
- Committed to the intellectual growth and development of each student
- Supportive of both faculty and student scholarly activity and its dissemination to the appropriate community of scholars and practitioners.

HISTORY

Elon University is a private, co-educational, comprehensive university. Founded in 1889 by the Christian Church (now United Church of Christ), it is the third largest of North Carolina's 36 private colleges and universities.

During the 1980s, Elon experienced a decade of unprecedented growth. During this time, applications doubled and enrollment increased 35 percent, making Elon one of the fastest-growing institutions in the region. Dozens of academic and student life programs were added to enrich the quality of an Elon education. Special classes and volunteer programs were developed to provide students with leadership and service opportunities. In fall 1984, the university began offering a Master of Business Administration degree through the Martha and Spencer Love School of Business. In fall 1986, a Master of Education degree was added, and in 1997, a Master of Physical Therapy degree program



was established. In 2003, the Doctor of Physical Therapy replaced the MPT. The Elon University School of Law opened in fall 2006.

Also during the '80s and '90s, the university's physical plant grew. Total campus acreage doubled, square footage of buildings increased and significant new facilities were added, including **Carol Grotnes Belk Library**, featuring 75,000 square feet with more than 250 computers, networked study rooms and multimedia and audiovisual stations; **Dalton L. McMichael Sr. Science Center**, providing 81,000 square feet of research laboratories, high-tech instrumentation and computer technology; **Moseley Campus Center**, a 74,000-square-foot student center; and **Koury Center**, a physical education, athletics and recreation complex. In the early part of the new century, Elon opened **Rhodes Stadium**, **Belk Track**, **White Field** and five pavilions in the **Academic Village**.

In the summer of 2006, Elon opened the three-story, 60,000-square-foot **Ernest A. Koury, Sr. Business Center**, home of Elon's Martha and Spencer Love School of Business. The Center includes the LaRose Digital Theatre; the LabCorp Suite for Executive Education; the William Garrard Reed Finance Center with real-time data from global financial markets; and the James B. and Anne Ellington Powell Lobby.



LOCATION

Elon's historic campus is ideally situated on almost 580 acres in central North Carolina, adjacent to Burlington, a city of 50,000. Elon's brick sidewalks, Georgian architecture and state-of-the-art facilities are surrounded by majestic oak trees and lovely gardens. The university is a 40-minute drive from UNC-Chapel Hill and Duke University, and 30 minutes from Greensboro, a city that regularly offers major concerts and sporting events. A dozen other colleges and universities are less than an hour away.

Downtown Greensboro is also the location of the new Elon School of Law, an 84,000-square-foot facility including a new multimillion-dollar library collection, wireless technology, courtroom and specialized labs and classrooms, adjacent to federal and state courts, government offices and major law firms.

Airline services are conveniently located at the Piedmont Triad International Airport in Greensboro and at the Raleigh-Durham International Airport. Amtrak serves Greensboro and Raleigh with daily connections to Burlington.

DEGREES AND MAJORS

Elon University offers 52 major fields of study leading to the bachelor of arts, bachelor of fine arts or bachelor of science degree. The university also offers a dual-degree engineering program in cooperation with Columbia University, Penn State University, Georgia Tech, North Carolina A&T State University, North Carolina State University, Notre Dame University, Virginia Tech and Washington University in St. Louis.

Elon's graduate programs include a Master of Business Administration (MBA) at the Martha and Spencer Love School of Business; a Master of Education (M.Ed.) with specialty areas in elementary, gifted and special education; a doctor of physical therapy (DPT); and the juris doctor (J.D.) degree. A master's degree program in interactive media will be offered beginning in summer 2009.

ENROLLMENT

With approximately 700 graduate and 5,000 undergraduate students, Elon is smaller than most universities. Students come from 46 states and 45 other nations, with 68 percent of enrollment coming from outside North Carolina. At Elon you won't be lost in a crowd, but you will meet and interact with many new people.

ACCREDITATION

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501) to award bachelor's and master's degrees, the doctor of physical therapy degree, and the juris doctor degree.

The Master of Business Administration program is accredited by AACSB International – The Association to Advance Collegiate Schools of Business.

The Master of Education program is accredited by the National Council for Accreditation of Teacher Education and by the North Carolina State Department of Public Instruction.

The Doctor of Physical Therapy Program is accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association (1111 North Fairfax Street, Alexandria, VA 22314; phone: 703-706-3245).

The Juris Doctor program received provisional accreditation from the American Bar Association in spring 2008.

LIBRARY/TECHNOLOGY CENTER

The state-of-the-art Belk Library features the latest in information technology and is located at the center of campus, convenient to all graduate classrooms. It is uniquely designed to integrate print, electronic and audiovisual resources, with an extensive program of research, tutoring and technical support available during all hours of operation to assist students and faculty. More than 200 Macintosh and Windows desktop computers and wireless laptop computers offer access to the online catalog and the Internet. Students can choose among a wide variety of individual and group study spaces while using the more than 280,000 volumes, government documents and media resources. More than 27,000 online journals are available, as well as an extensive video and audio collection.

Belk Library also houses the Tutoring and Writing Center and the Faculty Resource Center. Please visit www.elon.edu/library for more information.

WRITING ASSISTANCE AND COMPUTER SERVICES

Elon has a well-established writing center located in Belk Library. Graduate students seeking assistance with writing may utilize the services of the center, including one-on-one tutoring, without charge. Graduate students may use computer labs with Internet access, and they can set up free e-mail accounts. Staff members are available to provide assistance. There are approximately 940 computer work stations on campus in 50 computer labs.



CAREER SERVICES AND PROFESSIONAL PLACEMENT ASSISTANCE

The Career Center, located in Duke building, assists graduate students individually as they identify their career direction and finalize their career search. The Career Center has incorporated modern technology to provide effective student/employer matches and to assist students in accessing current employer literature. Programs for graduate students include resume referral to employers, individual job search assistance, job vacancy lists, and workshops on resume writing and job interviewing. For details, please visit www.elon.edu/careers.

PARKING

Student parking at Elon is convenient and easily accessible. For full-time students enrolled in the DPT program, the annual fee is \$80. No parking fees apply for graduate students enrolled in the M.Ed. program. There is a \$10 fee for MBA students.

THE GRADUATE ADMISSIONS PROCESS

Elon's admissions policy encourages the selection of students who have demonstrated both academic ability and talent in their field. Each application is considered in light of all completed academic work, test scores, evidence of leadership and motivation, work history, credentials and letters of recommendation.

Applicants should consult the section in this catalog dealing with their desired degree for specific admissions requirements. This information, as well as an application, can also be obtained from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244** or the **Elon Graduate Admissions Web site at www.elon.edu/graduate**. Please note that undergraduates are not permitted to register for graduate courses.

BASIC REQUIREMENTS

- Evidence of an earned bachelor's degree from an accredited college or university
- Strong undergraduate record
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Three letters of recommendation
- TOEFL scores for international students, unless English is the student's native language or the language of instruction

APPLICATION PROCEDURES, TESTING, TRANSFER CREDITS AND GRADUATE PROGRAM COSTS

Since all of Elon's graduate programs differ in application procedures, testing, transfer credits and program costs, graduate students should consult the section in this catalog dealing with their desired degree for program-specific information.

FORMS OF FINANCIAL ASSISTANCE FOR GRADUATE STUDENTS

Elon is committed to assisting eligible students in securing the necessary funds for their graduate school program. To the extent possible, eligible students receive assistance through careful planning and through accessing various forms of financial assistance.



In order to receive any type of university, state or federal funding, students must demonstrate satisfactory academic progress toward the completion of graduate degree requirements. No financial assistance is offered until an applicant has been accepted for admission to a graduate program.

Elon University Payment Program

Elon offers a payment plan to all graduate students. The plan requires an initial payment of one-third of the total cost of the program with the remainder divided into two equal payments. For further information on this payment plan, contact the Office of Graduate Admissions at 800-334-8448, ext. 3. Students must submit a new application for each semester.

In addition, the university accepts American Express, VISA, MasterCard and Discover Card for payment of tuition and books.

Federal Stafford Loan (Subsidized)

Fixed 6.8% loans may be awarded to fully admitted students who register for at least half time and who demonstrate financial need. These loans are federally guaranteed. With these loans, no interest accrues, nor is any payment due, until six months after the student graduates or ceases to be enrolled at least half-time. Students must file the Free Application for Federal Student Aid (FAFSA) and the Elon University Financial Aid Form to be considered for this program. These forms are available in the Financial Planning Office, 336-278-7640.

Federal Stafford Loan (Unsubsidized)

Fixed 6.8% loans may be awarded to fully admitted students who are enrolled at least half time. Students do not need to demonstrate financial need to qualify for this program. These loans are federally insured, and no payment of principal is due until six months after the student ceases to be at least a half-time student or graduates. However, borrowers do not qualify for the federal interest subsidy, and interest accrues while the student is enrolled in school. Students must file the FAFSA and the Elon University Financial Aid form to be considered for this program. These forms are available in the Financial Planning Office, 336-278-7640.

The Federal Graduate PLUS Loan Program

For students who need financial assistance beyond the \$20,500 Stafford Loan maximum, there is the federal Graduate PLUS loan program. The PLUS loan allows for the deferment of repayment while the student is enrolled. The PLUS loan carries a fixed 8.5% interest rate. The maximum amount a student may borrow from the PLUS Loan program is Elon's Cost of Attendance less any Stafford Loans and other forms of financial aid a student may be receiving. Information about the Graduate PLUS Loan may be obtained from the Office of Financial Planning.

North Carolina Student Loan Program for Health, Science and Mathematics

Need-based loans are available for residents of North Carolina who are unconditionally accepted into a graduate program in mathematics, health or science fields. These loans are administered by the North Carolina State Education Assistance Authority. For a brochure and application, call 800-600-3453, visit www.CFNC.org or write N.C. Health, Science and Math Student Loan Program, P.O. Box 14223, Research Triangle Park, NC 27709-4223.



American Physical Therapy Association

Doctor of Physical Therapy students are encouraged to contact the American Physical Therapy Association at 800-999-2782 to obtain the Financial Assistance Resource Guide. This publication lists scholarships, awards, grants and fellowships available to students and physical therapists. Minority students are encouraged to request the Minority Scholarship Financial Aid Information Packet. Copies are available in the Financial Planning Office and the Department of Physical Therapy Education.

Private Sources

Many companies, corporations, foundations and school systems offer assistance to students based on a variety of qualifications. Students should investigate policies of their employers and check with the many local civic organizations to determine the availability of such funds and their application procedures.

Please note that federal and state loan programs are not available to international students.

ACADEMIC REGULATIONS

COURSE REGISTRATION

Registration information is available to all students prior to registration. Students are expected to register themselves on designated days. Registration includes academic advising, selection of courses and payment of fees. As part of the preregistration/registration process, graduate faculty are available to offer advice concerning scheduling of courses and assisting with registration.

Undergraduates are not permitted to register for graduate courses.

CHANGES IN CLASS SCHEDULE

The university reserves the right to cancel or discontinue any course because of small enrollment or for other reasons deemed necessary. In order to assure quality instruction, the university reserves the right to close registration when the maximum enrollment has been reached and to make changes in schedule and/or faculty when necessary.

DROPPING COURSES

A student may officially drop any class with a “W” (withdraw without penalty) halfway through the term, which includes the week of examinations. The withdrawal period applies to programs following the regular semesters and the summer sessions. After that date, no class may be dropped. Any exception to this policy is the responsibility of the appropriate academic dean’s office.

A course dropped without permission of the Registrar is automatically graded “F”

A student who withdraws from the university for any reason (except for a medical reason) receives grades of “W” if the withdrawal is before the designated half-term time period. After this time a student will receive a “W” or “F” depending on his/her grades at the time of withdrawal.



GRADUATE GRADING SYSTEM AND QUALITY POINTS

Graduation is dependent upon the quality as well as the quantity of work completed. Letter grades are used. They are interpreted in the following table, with the quality points for each hour of credit shown at right:

<i>Grade</i>	<i>Quality Points</i>
A Distinguished	4.0
A- Excellent	3.7
B+ Above average	3.3
B Average	3.0
B- Below average	2.7
C Unsatisfactory	2.0
F Failure	0
I Incomplete	0
WD Medical withdrawal	0
W Withdrawal	0
NR No report	0

Pluses and minuses added to the letter grade pertain only to the MBA program. For the DPT grading system, please refer to the DPT Student Handbook. Grades of “A” through “F” are permanent grades and may not be changed except in case of error. After a professor has certified a grade to the Registrar, he or she may change it before the end of the next regular grading period. The change must be made in writing and have the written approval of the program director/committee chairperson.

An “I” grade signifies incomplete work because of illness, emergency, extreme hardship or self-paced courses. It is not given for a student missing the final examination unless excused by the Dean of Academic Affairs upon communication from the student. After the date designated on the appropriate academic calendar, “I” grades automatically change to “F” unless an extension is granted by the Dean of Academic Affairs.

GRADE POINT AVERAGE (GPA)

The grade point average is computed by dividing the total quality points on work attempted at Elon University by the number of hours attempted, except for courses with grades of “WD,” “W” or “S.”

CONTINUATION STANDARDS AND GRADUATION REQUIREMENTS

Since all of Elon’s graduate programs differ in continuation standards and graduation requirements, graduate students should consult the section in this catalog dealing with their desired degree for program-specific information.

ACCESS TO STUDENT EDUCATIONAL RECORDS

Elon University complies with the Family Educational Rights and Privacy Act of 1974. This act protects the privacy of educational records, establishes the right of students to inspect and review their educational records, and provides guidelines for the correction of inaccurate or misleading data through informal and formal hearings. Students also have the right to file complaints with the Family Educational Rights and Privacy Act Office concerning alleged failures by the institution to comply with the act.

Questions concerning the Family Educational Rights and Privacy Act may be referred to the Office of the Registrar.



TRANSCRIPTS OF STUDENT RECORDS

Requests for copies of a student's record should be made to the **Office of the Registrar, 2106 Campus Box, Elon, NC 27244**. All graduate transcripts reflect the student's complete graduate academic record. No transcripts will be issued without the written authorization of the student. No transcript is issued for a student who has a financial obligation to the university.

CHANGES

Adequate notice will be given to enrolled students as changes are made in the graduate programs.

POLICIES

Instructional and financial policies not covered in this document will follow those printed in the official Elon University Academic Catalog. Students may obtain a copy of this catalog from the **Office of Admissions, 2700 Campus Box, Elon, NC 27244**. The catalog is also available online at www.elon.edu/catalog.





ERNEST A. KOURY, SR.

THE MBA PROGRAM

AN OUTSTANDING EDUCATIONAL OPPORTUNITY

To succeed and to progress in their careers, modern managers need to be strong leaders, effective communicators and marketing experts. They must also be well versed in mathematics, accounting, economic theories, financial issues, legal perspectives and organizational structures. These managers must recognize ethical issues and social changes which impact both their organizations and the business community. They must have a sophisticated appreciation of the private enterprise market system as well as an understanding of the global market economy.

The Martha and Spencer Love School of Business MBA program offers the advantages and benefits of a full-time program in a part-time setting, and is designed to help today's managers meet the challenges of a progressively dynamic, less predictable, more closely-knit business world. The program prepares individuals to make the next step in career development, personal growth and career advancement.



AN INTEGRATED PROGRAM OF STUDY BASED ON LEADERSHIP DEVELOPMENT

The Elon MBA program is designed to develop students' leadership capabilities. Students begin their leadership development by completing and receiving feedback on a unique assessment instrument, which they then apply in the writing of their Personal Development Plan (PDP). The PDP is revisited throughout the program as a checkpoint for measuring progress in their personal and leadership development.

The integrated nature of the program also enhances leadership development. The first course includes a two-day simulation, which requires students to think, act and solve problems like business owners. Students then take courses in the fundamental business disciplines — accounting, economics and management — which provide the opportunity to apply to their place of work the skills that they are learning in the classroom. As they near completion of the program, students again assemble to complete a short, intensive course involving higher-level leadership assessment and a business simulation. After completing additional courses in marketing, finance, management, leadership and selected electives, students complete their program with the ultimate integrated experience, a project requiring them to consult with a local or regional business, or, for those with entrepreneurial objectives, a business plan for a startup.

THE CURRICULUM

The MBA program allows students the opportunity to complete the program at their own pace for up to six years. Take one course at a time and finish your degree in 33 months, or take two classes at a time and finish in 21 months. And the curriculum even allows for a semester off. You decide your timetable.

FOUNDATION COURSES

The following foundational undergraduate courses, completed with a grade of “C” or better, are required in the Elon MBA program:

- Finance
- Financial Accounting
- Microeconomics
- Statistics

Applicants who have completed all other requirements for admission but have not completed the above courses as part of their undergraduate studies may take these courses concurrently at Elon or elsewhere.

GRADUATE COURSES

The following graduate courses are required in the Elon MBA program:

- Goal Setting & Career Development I
- Goal Setting & Career Development II
- Enhancing Managerial Communications
- Economic Policy and the Global Environment
- Accounting for Managerial Decisions
- Marketing Management
- Financial Management
- Management Operations, Science & Systems
- Applications in Management & Organizational Theory
- Strategic Thinking
- International Business
- Facilitating Change: The Consulting Process



MBA CURRICULUM

Undergraduate Courses	Credit Hours
Finance	3
Financial Accounting	3
Microeconomics	3
Statistics	3

Total (Undergraduate) 12

Graduate Courses	Credit Hours
Required Courses (33 hours):	
MBA 501: Goal Setting & Career Development I	1.5
MBA 502: Goal Setting & Career Development II	1.5
MBA 511: Enhancing Managerial Communications	3
MBA 521: Economic Policy and the Global Environment	3
MBA 531: Accounting for Managerial Decisions	3
MBA 541: Marketing Management	3
MBA 551: Financial Management	3
MBA 561: Management Operations, Science & Systems	3
MBA 562: Applications in Management & Organizational Theory	3
MBA 570: Strategic Thinking	3
MBA 581: International Business	3
MBA 585: Facilitating Change: The Consulting Process	3

<i>Elective Courses (6 hours):</i>	6
<i>(Representative list only; others will be added as needed)</i>	
MBA 571: Management Practice Advanced Applications I	1.5
MBA 572: Management Practice Advanced Applications II	1.5
MBA 591: Entrepreneurship I	3
MBA 592: Entrepreneurship II	3
MBA 593: Topics in Advanced Economic Analysis	3
MBA 594: Topics in Advanced Financial Analysis	3
MBA 595: Topics in Applied Management	3
MBA 596: Healthcare Management: Issues & Analysis	3
Total (Graduate)	39
Total MBA Credit Hours	51

CLASS SCHEDULE AND COURSE LOAD

The Martha and Spencer Love School of Business schedules classes to allow MBA students who are working full time to attend graduate school part time. All courses are taught year-round in the evenings.

During the fall, winter and spring semesters, classes are scheduled Monday - Wednesday from 6 - 9 p.m. Thursday evenings are set aside for guest speakers, special events and student group activities. Each class meets one evening per week for 10 weeks. Each class will include approximately 45 minutes of instruction outside of class time (for example, an online component). Many students enroll in two courses each semester and attend classes two nights a week. Summer schedules may vary.



ACCREDITATION

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501; www.sacs.org) to award bachelor's and master's degrees, the doctor of physical therapy degree, and the juris doctor degree. The MBA Program is accredited by AACSB International – The Association to Advance Collegiate Schools of Business (www.aacsb.edu).

PROGRAM LEARNING OBJECTIVES

The principal objective of the Martha and Spencer Love School of Business MBA program is to produce excellent business and organizational leaders. Theory and practice in decision making are stressed throughout the program, with particular emphasis on problem solving. Computer applications are frequent as are assignments which involve communication skills.

Upon completion of the MBA program, students will demonstrate:

- A command of ethics and of ethical business practices
- Effective and innovative organizational leadership
- The analytical skills required of outstanding business leaders, including economic, financial, technological, marketing and management skills
- The ability to lead organizations participating in the global environment of business.

THE FACULTY

The faculty of the Martha and Spencer Love School of Business have a well-earned reputation for their enthusiasm in bringing their knowledge and experience to the classroom. They have earned postgraduate degrees from some of the finest business schools in the country. They have varied executive experience with large and small, well-established and entrepreneurial firms, and manufacturing, service, scientific and financial organizations. Therefore, they bring to the classroom a mixture of practical and theoretical experience and training, assuring their students an exposure to many viewpoints and many methods of approaching business problems.

The business school faculty are theorists, practitioners and teachers. They are engaged in research and actively consult with business and industrial firms. All, however, put teaching and serving the students first. Research and consulting are pursued to improve effectiveness in the classroom, not as ends in themselves.

Elon’s classes are small, and faculty members are accessible. This atmosphere of personal attention, combined with dedication to teaching and reasonable cost, sets the Martha and Spencer Love School of Business MBA program apart from others.

COSTS

Reasonable cost is one of the major benefits of the Martha and Spencer Love School of Business MBA. Tuition is priced well within the reach of today’s professionals. Many companies, recognizing advanced education as an investment, will pay all or part of an employee’s expense.

In addition, Elon offers a deferred payment plan for fall, winter and spring semesters, and loans are available. (Please see Forms of Financial Assistance for Graduate Students in the front section of this catalog.)

Graduate tuition (per credit)	\$500
Graduation fee: master’s degree	\$110
Miscellaneous:	
Late payment	\$30
Late registration/re-enrollment during term	\$25
Payment plan fee	\$10
Returned check fine.....	\$20
Transcripts.....	\$5

Grades, diplomas and transcripts will be withheld until a student’s financial obligations to the university are settled.

A student cannot register for further coursework until financial obligations to the university are paid.

REFUNDS

Fall and Spring Semesters

Tuition and fees are refunded on a pro rata basis during the first eight weeks of the semester. Any part of a week will be considered as a full week for all pro rata charges.

1st week pro rata charge	5%
2nd week pro rata charge.....	20%
3rd week pro rata charge.....	40%



4th week pro rata charge.....	60%
5th week pro rata charge.....	75%
6th week	no refund

Summer Sessions

In the summer sessions, enrollment dropped by 4 p.m. on the days listed below will warrant the corresponding refund:

1st day of class	100%
2nd day of class.....	90%
3rd day of class.....	50%
4th, 5th, 6th day of class	25%
7th day of class.....	no refund

MBA STUDENT STATUS POLICY

An MBA student is considered full-time when he/she is enrolled in 6 or more credit hours in the fall, winter and spring; part-time, if enrolled in 5 or less.

MBA ADMISSIONS REQUIREMENTS AND PROCEDURES

The MBA admissions policy is designed to select outstanding students who have demonstrated academic ability, professional leadership and managerial promise. Each applicant is considered in light of all completed academic work, test scores, evidence of leadership and motivation, professional experience and credentials, and letters of recommendation.

Application materials are available from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**, on the **Elon Graduate Admissions Web site at www.elon.edu/graduate** or by calling toll-free **800-334-8448, ext. 3**.

Completed applications should be sent directly to the Office of Graduate Admissions and must include:

- Evidence of an earned bachelor's degree from an accredited college or university
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Graduate Management Admission Test (GMAT) examination taken within the last five years (This requirement may be waived if an applicant possesses a master's degree.)
- Two years of professional work experience
- Three letters of recommendation; two from supervisors and one other
- A completed application form with a \$50 nonrefundable fee (check or money order made payable to Elon University)
- The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required. English translations of transcripts and explanations of grading systems are required.



MBA Admissions Standards

Elon employs the following admissions-based formula as the key instrument in its evaluation of applicants: Cumulative GPA of candidate multiplied by 200 + GMAT score. A minimum acceptable score of 1000 is required. A minimum GPA of 2.5 for undergraduate work and a GMAT score of 500 is required. Application review also strongly considers a student's professional experience and letters of recommendation. The MBA admissions committee may occasionally request interviews with selected applicants.

Exceptions to these requirements may be considered under special circumstances.

Transcript Requests

Contact the registrar of each college or university attended to have an official copy of all transcripts mailed to Elon University. Transcripts should be mailed directly to the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**. Applicants currently enrolled should request a transcript showing completed academic work through the most recent semester of enrollment; a final transcript will also be required.

Recommendations

Applicants should send recommendation forms to each designated individual. Those requested to provide recommendations should be aware of the applicant's academic abilities and professional potential; supervisors are preferred, not family and friends. Recommendations are confidential.

Each recommender should complete the form and return it directly to the Office of Graduate Admissions.

TESTING FOR MBA STUDENTS: GMAT

Applicants to the MBA program are required to take the Graduate Management Admission Test (GMAT) prior to admission to the program. The GMAT is a computer-based test and is available year round at select test centers throughout North Carolina. Call 800-GMAT-NOW for a directory of testing centers nearest you. Students must request their GMAT scores be sent directly to Elon University. Elon's GMAT program code is **BF18488**.

GMAT registration bulletins may be obtained from the Office of Graduate Admissions at Elon University or via the Internet at www.mba.com.

TRANSFER CREDITS

A student enrolled in the MBA program may be permitted to transfer up to 9 semester hours of appropriate graduate credit from another AACSB-accredited graduate school, either upon entering the program or due to relocation at the end of the program. Students are not allowed to transfer credits while enrolled except under special circumstances and with the approval of the MBA director. Students applying for transfer admission must complete the regular MBA application and submit all credentials including an official copy of graduate work to date. Depending on the courses being considered for transfer and the candidate's success in them, the Graduate Management Admission Test may be used in the admissions process.



For transfer credits, grades earned at another graduate school must be at least a “B,” and the credit must not be more than six calendar years old at the time of degree completion at Elon. No graduate credit will be allowed for excess credits completed in an undergraduate classification in any institution. No graduate credit will be allowed for correspondence courses.

ENROLLMENT STATUS

After formal application to the MBA program, students may be allowed to enroll in one of the following categories:

- Regular admission to Elon’s MBA program is granted to students who meet all the established requirements for entrance. The Application for Graduate Admission form is required for all degree-seeking students.
- Special admission is for the nondegree-seeking student who has completed a baccalaureate degree program and is interested in taking courses for transfer credit. An MBA Special Student Application form is required for admission. Students enrolled in the special admission category who want to pursue the graduate degree must complete the application process for regular admission.

INTERNATIONAL STUDENTS

Because several months may be required to receive and process forms from international applicants, applications and complete documentation should be submitted as early as possible. The Test of English as a Foreign Language (TOEFL) is required unless English is the student’s native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required for admission to any graduate program at Elon. Exceptions to this requirement may be considered under special circumstances. In addition, a completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.

Requirements for International Students on F-1 Visas

In addition to MBA Admissions Requirements, F-1 student applications must include:

- The Test of English as a Foreign Language (TOEFL) is required unless English is the student’s native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required.
- English translations of transcripts and explanations of grading systems are required if the transcripts are from institution(s) outside the United States.
- A completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.
- Medical insurance and immunization records.

To maintain F-1 status, students must:

- Enroll in the program on a full-time basis. F-1 students are required to complete the program in 24 months.
- Maintain continuous enrollment with a minimum of 9 credit hours per semester (fall and spring).



- Have medical insurance during the period of enrollment as F-1 students.
- Report to the Isabella Cannon Centre for International Studies (Carlton 113) at the beginning of each academic term and at any time that changes in academic or financial status occur.

CONTINUATION STANDARDS

Graduate students who fail to maintain a cumulative grade point average of at least 3.0 will be placed on academic probation and subject to dismissal from the program. Any student who receives an “F” grade or two “C” grades is dismissed from the program. A student may request re-admission to the program by writing a letter to the dean indicating why re-admission should be granted. The dean, advised by the MBA director, MBA chair and faculty committee, will determine whether to grant the request. If the request is approved, a student can retake a particular course only once and the course being repeated cannot be taken in combination with any other courses. The grade in the course that is retaken must be “B” or better, or the student will not be allowed to continue in the program. A student may use the appeal process only once.

GRADUATION AND DEGREE REQUIREMENTS

To earn an MBA degree, the graduate student must:

- Have an overall minimum grade point average of 3.0 in all graduate courses.
- Submit an application for graduation to the Registrar by Oct. 15 preceding graduation date. Students completing coursework during summer must apply to the Registrar by June 15.
- Satisfactorily complete 51 hours (39 graduate credits and 12 credits for 4 foundational undergraduate courses) within six calendar years.
- Successfully complete the Capstone Experience, which demonstrates the student’s ability to think critically, communicate clearly to management and integrate all business functions appropriately.

It is the student’s responsibility to be familiar with the preceding requirements for graduation.

COURSES

MBA 501 1.5 sh Goal Setting & Career Development I

This course is the first step in the development of the path that students will take as they move through the MBA program. The course focuses on three core activities. First, they will work on the development of goals they hope to achieve in their MBA education. Next, students will discuss and receive individualized guidance from 360 Degree feedback assessments designed to help them improve and enhance critical career and professional skills. Finally, students participate in an experiential exercise that introduces

them to the role of business in society and the basics of business success. The importance of leadership in this environment is stressed.

MBA 502 1.5 sh Goal Setting & Career Development II

Taken as students near completion of the MBA program, this course revisits topics addressed in MBA 501. The course combines a look back with a look forward. Students will evaluate progress they made in reaching the goals set as they began the program and articulate new goals focused on the next phase in their careers. They will again participate in a 360 Degree feedback



exercise designed to help them assess how their management skills may have changed as a result of their experience in the program as well as highlight areas that should be addressed as they enter the next phase of their careers. They will also participate in activities that enable them to analyze and apply the leadership skills they have developed in their program of study.

MBA 511 3 sh
Enhancing Managerial Communications

This course focuses on the development of skills and behaviors required for successful leadership. Emphasis is placed on enhancing the students' communication skills, both written and oral. Extensive coverage of the techniques of report preparation and presentation, negotiations and public speaking are included. This course is designed to follow immediately after MBA 501.

MBA 521 3 sh
Economic Policy and the Global Environment

An application of microeconomic theory to management decisions. A review of traditional neoclassical production and cost theory is used as a platform to delve into modern business economics. The focus is on how firms fit in the analysis of market activity, how economists see the problem of organizing economic activity, understanding when markets solve that problem and why sometimes they do not. The course ends with an examination of the impact of macroeconomic policies (fiscal and others) on business decisions, and the importance and impact of these decisions on businesses when viewed from a global economic perspective.

MBA 531 3 sh
Accounting for Managerial Decisions

The use of accounting information in management decision making is examined. Specific topics include cost/volume/profit analysis; product costing systems; use of accounting data in pricing, capital expenditures and product decisions; and planning and control systems, including budgeting and measures of divisional performance.

MBA 541 3 sh
Marketing Management

Concepts and techniques of planning, implementing and controlling the marketing function are the focus of this in-depth study. Monitoring conditions and assessing opportunities, delineating target markets, consumer/buyer research and planning, and strategy procedures are given considerable attention.

MBA 551 3 sh
Financial Management

Selected topics in corporate finance are examined through case and seminar approach. Major topics include enterprise valuation, risk management strategies using financial derivatives such as options and futures, and international financial management.

MBA 561 3 sh
Management Operations, Science & Systems

Managers face constant challenges when designing and implementing improvements in business processes for manufacturing and service organizations. This course provides tools for the assessment of performance, analysis of business processes, the evaluation and implementation of process change. Integration of information systems technology within and across organizational boundaries is often a critical component of the change process. Effective use of information technology requires an understanding of database tools and the relationship between process and information flows. This course introduces database tools for managing and analyzing organizational information and explores the implications of emerging eCommerce, supply chain and cross-functional software applications.

MBA 562 3 sh
Applications in Management & Organizational Theory

The second in our series of three courses (511, 562, 585) that focus on the development of the skills needed to manage and lead organizations. Analysis of work behavior from the viewpoint of both behavioral research and managerial practice. Understanding of issues such as motivation, individual differences and managing change provides students with foundation needed for managing performance, quality and operations. Students will focus on the traditional and non-traditional approaches to leadership, followership, to understanding leaders and leadership.

MBA 570 3 sh
Strategic Thinking

This course focuses on the competitive and environmental issues confronting organizations, and discusses how firms identify, seize and defend market opportunities in today's rapidly changing global economy. The key to organizational success in this environment is not a static strategic plan, but the agility of strategic thinking. Borrowing heavily from marketing, industrial



economics and strategic management literature, related concepts such as competitor analysis, target marketing, strategy formulation, environmental analysis, strategy formulation, environmental analysis, market research and critical success factors are integrated throughout the course.

MBA 581 3 sh
International Business

The nature of this course will be to research and analyze the key components involved in establishing and operating an international business. International trade mechanisms and the operations of facilities abroad are analyzed. A major thrust of the course is the study of foreign exchange and international money markets, balance of payments adjustments, the legal environment of international trade, and the assessment of socioeconomic and political conditions in trading-partner and/or host countries. We will discuss strategic positioning, organizational structure, and legal, financial and regulatory requirements. One option available to students enrolled in the course is the opportunity to visit a foreign country, a trip that will provide on-site visits to U.S.- and foreign-owned firms.

MBA 585 3 sh
Facilitating Change: The Consulting Process

The culminating course in our three-course (511, 562, 585) sequence designed to assist MBA students in making the transition from theory to application in the science and art of management and leadership. The emphasis is on leader/employee interactions and the behaviors required to be an effective leader with a focus on the problems that confront management in the implementation of organizational change.

ELECTIVE COURSES:

MBA 571 1.5 sh
Management Practice Advanced Applications I

This class is organized around the analysis of "live" business issues, typically a specific firm. Students will analyze the firm's current position and prepare recommendations that address problems that confront the firm's actual management. A feature of the class is the participation of a professional manager or consultant who will guide the class through the analytic techniques they employ in the management of their own business.

MBA 572 1.5 sh
Management Practice Advanced Applications II

Working in teams, students will participate in research-oriented projects that focus on current topics that are shaping the practice of business. These topics can include ethics, globalization, innovation, sustainable business practice, e-commerce, and others. Students will develop written and oral presentations that summarize their findings.

MBA 591 & 592 3 sh each
Entrepreneurship I & II

These courses are designed for MBA students who are interested learning the steps, the process and the skills that are needed for launching their own business. This two-course sequence (total 6 hours) uses discussion, mentoring, case studies, field-based research and hands-on experience to guide students in the development and understanding of the concepts of entrepreneurship and the competencies, skills, know-how and experience that are required for successful pursuit of entrepreneurial opportunities. The course should culminate with the presentation of a complete business plan sufficient for presentation to potential investors and lenders.

MBA 593 3 sh
Topics in Advanced Economic Analysis

This course focuses on developing an in-depth understanding of time-series forecasting analysis and econometrics using economic, financial and business applications. The course begins with a review of basic statistics and simple linear regression. More advanced topics in multiple regression, such as the detection, affects and possible solutions to regression "problems" (i.e. autocorrelation, heteroscedasticity and multicollinearity), are also discussed in the first half of the course. The second half of the course focuses on numerous time-series forecasting techniques such as exponential smoothing models, moving averages and more sophisticated techniques such as time-series decomposition, ARIMA (Box-Jenkins) and others. Excel with the add-in package ForecastX and SAS Enterprise Guide software will be used.

MBA 594 3 sh
Topics in Advanced Financial Analysis

This course is designed to provide MBA students with opportunities to build their competency in and understanding of areas of finance not usually covered in an MBA corporate finance class. The course will address a particular topic

or particular topics in finance. Its content can vary from offering to offering, but its format will normally include readings, class discussions and practical applications.

MBA 595 3 sh
Topics in Applied Management

This course allows students to develop independent projects relevant to their current place of employment or industries and careers that they may wish to explore. The class will be divided between on-site and online work and meetings. Working under the guidance of a management faculty, students will identify and analyze their proposed projects in the class for review and discussion by the entire class. Students will outline the scope and structure of their projects. Working online, students will develop those projects, sharing their progress with the instructor and

fellow class members for continued review and discussion. The class will then conclude the semester with several on-site classes for final review and presentation.

MBA 596 3 sh
Healthcare Management: Issues & Analysis

An introduction to the current status, trends, practices and issues in the delivery of health services. Topics include the basic concepts of organizational structure, functions and design, and relevant administrative behavior, as applied to health and human services organizations. Additional topics include policy and management issues and ideals, including their historical derivations and international implications, in relation to current federal, state and local practice.

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