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ELON MBA

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Leo M. Lambert

Elon University offers outstanding graduate programs that combine the best of the liberal arts and sciences with nationally recognized engaged learning opportunities that provide excellent preparation for a career. Elon is one of only seven private universities in the nation with accredited schools of law, business, communications and education along with a chapter of Phi Beta Kappa, which recognizes excellence in the arts and sciences.

The Martha and Spencer Love School of Business, which offers the MBA, is accredited by the Association to Advance Collegiate Schools of Business (AACSB International), the highest standard of achievement for business schools worldwide. Less than 5 percent of the world's business schools have earned this marker of excellence. Bloomberg Businessweek has named Elon's MBA the #1 part-time program in the South and #5 in the nation. In addition, Bloomberg Businessweek ranks the Love School one of the nation's top-50 business schools.

The M.Ed. is offered through Elon's School of Education, which is accredited by the National Council for Accreditation of Teacher Education (NCATE). Elon offers the Master of Arts in Interactive Media through the School of Communications. The Interactive Media program and school are both accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC). Elon's Interactive Media, M.Ed. and MBA programs feature a study abroad component that offers students valuable professional experience. The Elon University School of Law is accredited by the American Bar Association and combines outstanding legal education with a distinctive focus on engaged learning and leadership training.

Elon's newest school is the School of Health Sciences, which offers the Doctor of Physical Therapy program and a Master of Science in Physician Assistant Studies. DPT has earned accreditation by the Commission on Accreditation in Physical Therapy Education (CAPTE) of the American Physical Therapy Association (APTA). Elon enrolled its first class of PA students in January 2013. The DPT and PA programs immerse students in rigorous science and research experiences and feature excellent clinical practicums to reinforce classroom learning. Having the DPT and PA programs together in the School of Health Sciences provides powerful synergies for students, faculty and staff, further enhancing the student experience.

Each of our graduate programs is stamped with Elon's distinctive approach to learning. Small classes, creative, dedicated faculty scholars and opportunities to gain practical experience through our exceptional engaged learning programs 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

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.), Master of Arts in Interactive Media (M.A.), Doctor of Physical Therapy (DPT), Juris Doctor (J.D.) and Master of Science in Physician Assistant Studies (M.S.P.A.S.) programs exemplify Elon's commitment to combining a stimulating classroom environment with opportunities to apply knowledge in a practical setting.

MBA

The Elon MBA offers a rigorous curriculum featuring a core foundation of general management skills, career-focused specializations and a flexible schedule designed for working professionals. Ranked the # 5 part-time MBA program in the nation and the # 1 part-time MBA program in the South by *Bloomberg Businessweek* magazine, the Elon MBA features a careful blend of conceptual knowledge, critical thinking skills and practical exercises that enable you to develop the skills you need to apply business knowledge in many different situations, communicate effectively, understand multiple perspectives of a problem and use ethical reasoning to determine how a proposed solution may affect your company and the wider community. Designed to be completed in 21 to 33 months, the Elon MBA also includes two regularly scheduled MBA international study trips per year.

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 and differentiating curriculum for special needs students while deepening their understanding of the different content areas. Though skill development is an important aspect of the program, empowering teachers to make professionally mature decisions and developing collaborative leadership and research expertise are also emphasized. The M.Ed. Summer Cohort program provides licensed teachers the opportunity to complete the degree in just three summers. The program also includes a study abroad trip to Costa Rica.

M.A. in Interactive Media

In the rapidly converging world of media, the Elon Master of Arts in Interactive Media prepares students to think strategically across media platforms; to plan and create interactive media content consisting of text, images, sounds, video, and graphics; manage information for interactive news, entertainment, and strategic communications; and to work in any profession that employs interactive media skills. The intensive 10-month, 37-hour program includes hands-on production and theoretical courses along with a Winter Term, team-project course where students create an interactive product that involves international travel.



The M.A. in Interactive Media allows students to design, produce and create projects that are rapidly becoming the principal components of 21st century digital media.

DPT

Graduate students enrolled in the three-year, full-time 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.



PA

Elon's PA program prepares graduates to think critically and act skillfully to meet expanding health care needs in local and global communities. Students will immerse themselves in a curriculum structured around active learning strategies through collaborative work with Elon's faculty, scholars and practitioners in the field. Students will graduate from the 27-month, full-time program, prepared to employ the most current knowledge to care for patients' physical, emotional, mental and spiritual needs. The Elon PA program, along with the Elon Doctor of Physical Therapy program, is housed within the School of Health Sciences.

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 extensive knowledge of the law. They develop broad lawyering skills and learn how to listen, communicate and 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 www.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 114, 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 email at gradadm@elon.edu. For information about visiting the School of Law, contact the admissions office at 336-279-9200 or law@elon.edu.

The University does not discriminate on the basis of age, race, color, creed, sex, national or ethnic origin, disability, sexual orientation, gender identity or veteran's status or any other characteristic protected by law 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 Hall, room 1081, (336) 278-6500. The university's Section 504 coordinator for students and Title IX coordinator is Dr. Jana Lynn Patterson, Student Health and Wellness Suite 104, (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.

In accordance with the Student Right-to-Know and Campus Security Act, complete information regarding campus security policies and programs and campus crime statistics is available upon request from the Office of University Communications, 2030 Campus Box. Information regarding completion and graduation rates may be obtained from the Office of Admissions or at www.elon.edu/irweb. For support or to report an incident of bias, discrimination and/or harassment visit www.elon.edu/biasresponse.



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 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.

Elon University Honor Code

All students at Elon University pledge to abide by the Honor Code, which recognizes honesty, integrity, respect and responsibility as critical elements in upholding the values of the academic community. The current Student Handbook, www.elon.edu/students/handbook, presents sanctions and hearing procedures in detail.

History

Elon University is a private, coeducational and 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. The Master of Arts in Interactive Media program was established in fall 2009. The Master of Science in Physician Assistant Studies program began in January 2013.

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; the **Doherty Center for Entrepreneurial Leadership**; the **Chandler Family Professional Sales Center** and the **James B. and Anne Ellington Powell Lobby**.

In the summer of 2009, Elon renovated the second floor of Powell Building to become the home of the Master of Arts in Interactive Media program. **The Powell Interactive Media Suite** houses a state-of-the-art computer laboratory/production facility and classroom. It includes five editing suites, a graduate study center and a lounge. The suite also houses DSLR cameras, which shoot still photos and high definition video. Additionally, high definition, tapeless video cameras, audio recorders, lighting kits, booms and other equipment to produce interactive media are available for checkout from the School of Communications. Offices for interactive media faculty are also located in the Powell Interactive Media Suite.

In April 2011, the Elon University Board of Trustees established the School of Health Sciences. The school is housed in the **Gerald L. Francis Center**, a renovated space that opened in December 2011 and includes classrooms, lab facilities and meeting and office space.

Location

Elon's historic campus is ideally situated on 600 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 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 more than 60 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, Georgia Tech, North Carolina A&T State University, North Carolina State University, Penn State University, University of Notre Dame, University of South Carolina, 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 Master of Arts in Interactive Media (M.A.) through the School of Communications; a Doctor of Physical Therapy (DPT) and a Master of Science in Physician Assistant Studies (M.S.P.A.S.) through the School of Health Sciences; and a Juris Doctor (J.D.) degree through the School of Law.

Enrollment

With approximately 706 graduate and 5,599 undergraduate students, Elon is smaller than most universities. Students come from 48 states, the District of Columbia and 47 other nations, with approximately 78 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 to award bachelor's and master's degrees, the doctor of physical therapy degree and juris doctor degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4501 for questions about the accreditation of Elon University, to file a third-party comment at the time of Elon University's decennial review, or to file a complaint against Elon University for alleged non-compliance with a standard or requirement. For normal inquiries about Elon University such as admissions requirements, financial aid and educational programs, etc., contact Elon University at 336-278-2000.

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 Master of Arts in Interactive Media program is a part of the School of Communications. The school and program are accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC).



The **Doctor of Physical Therapy program** is accredited by the Commission on Accreditation in Physical Therapy Education of the North American Physical Therapy Association (1111 North Fairfax Street, Alexandria, VA 22314; phone: 703-706-3245; email: accreditation@apta.org; website: www.captionline.org).

The **Juris Doctor program** is accredited by the American Bar Association (ABA).

The **Master of Science in Physician Assistant Studies program** received accreditation–provisional by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) in September 2012. Accreditation–provisional is an accreditation status. The status indicates that the plan and resource allocation for the proposed program appear to demonstrate the program’s ability to meet the ARC-PA standards, if fully implemented as planned. Accreditation–provisional does not ensure any subsequent accreditation status and is limited to no more than five years for any program.

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 250 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 access their free email 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 Student Professional Development Center, located in Moseley Center, 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 and M.S.P.A.S. programs the annual fee for parking is \$160 for the first year. DPT students pay \$80 annually for parking in year two and three. No parking fees apply for graduate students enrolled in the second and third year of the M.S.P.A.S. program. The annual fee for students in the Interactive Media, MBA and M.Ed. programs is \$30.

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 **Elon Graduate Admissions website 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. In addition, for the M.Ed. program, there are alternative payment plans. For further information on payment plans, contact the Bursar's office. Students must submit a new application for each semester.

We are making a policy adjustment that will affect students that pay tuition and fees with credit cards. While we understand the reasons people choose this payment method, the university has borne the cost of paying transaction fees to the credit card companies, amounting to approximately \$1.1 million annually. We believe that money would be much better spent supporting our educational mission.

As a result, families that pay tuition statement bills with MasterCard, Discover, American Express and VISA cards will be assessed a 2.75% convenience fee. Students that wish to avoid the fees are encouraged to use online checks/ACH or personal checks, wire transfers or other payment options. There will be no extra fees for other Elon transactions, such as online tickets or Phoenix Cash deposits. In addition, the university accepts American Express, VISA, MasterCard and Discover cards for payment of books.

If you have questions about the new payment options, contact the Bursar's Office.

Federal Stafford Loan (unsubsidized)

Graduate students may borrow up to \$20,500 annually. Repayment of principal begins six months after graduation or when you are no longer enrolled at least half-time. The fixed interest rate is set by the Department of Education and will be established each award year. A small processing fee will be withheld by the Department of Education from your requested loan amount. Federal regulations require the loan proceeds to be disbursed in two equal amounts. These proceeds are applied directly to your tuition account. Unsubsidized Stafford Loans are available through the Direct Loan program, which is administered by the federal government. All loans will be processed with the Department of Education as your lender. First-time borrowers will be required to complete a Master Promissory Note with the Department of Education and are also required to complete student loan entrance counseling at www.studentloans.gov. Information about the Federal Stafford Loan (unsubsidized) may be obtained from the Office of Financial Planning website at elon.edu/financialborrow.

The Federal Graduate PLUS Loan Program

This is a loan made to graduate and professional students based on credit worthiness. You may borrow up to the cost of education less any other financial aid awarded. Federal regulations require the loan proceeds to be disbursed in two equal amounts. These proceeds are applied directly to your tuition account. Graduate PLUS loans are available through the Direct Loan Program, which is administered by the federal government. All loans will be processed with the Department of Education as your lender. The fixed interest rate is set by the Department of Education and will be established each award year. The Department of Education will withhold a small processing fee from your requested loan amount. First-time borrowers will be required to complete a Master Promissory Note with the Department of Education and are also required to complete student loan entrance counseling at www.



studentloans.gov. Information about the Graduate PLUS Loan may be obtained from the Office of Financial Planning website at elon.edu/finaidborrow.

Forgivable Education Loans for Service

Created by the 2011 N.C. General Assembly, this program is a forgivable loan providing funding to students pursuing degrees in certain critical fields. Recipients must sign a promissory note agreeing to repay the loan by working in North Carolina in their approved field of study. Visit the College Foundation of North Carolina's website for more information (CFNC.org/FELS) or 866-866-2362.

Yellow Ribbon Program

Elon's DPT program is participating in the federal government's Yellow Ribbon Program, designed to assist post-9/11 veterans with secondary and post-secondary educational opportunities. Elon's DPT program will contribute \$5,000 to three post-9/11 veterans on a first-come, first-serve basis, which will be matched by the U.S. Department of Veterans Affairs.

American Academy of Physician Assistants

Elon PA students are encouraged to review the Student Academy of the American Academy of Physician Assistants Financial Aid Resources website (aapa.org) for information about scholarships, awards and grants.

American Physical Therapy Association

Doctor of Physical Therapy students are encouraged to review the American Physical Therapy Association website (apta.org) for information about scholarships, awards and grants. 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.

Scholarship programs

A limited number of Doctor of Physical Therapy scholarships ranging from \$5,000 to \$12,000 will be awarded annually to students who have demonstrated academic ability and talent as well as an enthusiasm and commitment for the physical therapy profession. Every admitted student will be considered for scholarship in light of all academic work, GRE scores, letters of recommendation, interview scores and demonstrated leadership ability. Students will be notified of their award at the time of acceptance if selected. Students who receive a scholarship are required to maintain good academic and professional standing in the program.

A number of merit-based scholarships are also available to Interactive Media students who demonstrate an enthusiasm for learning and a commitment to energizing media communication. Scholarship amounts range from \$4,000 to \$12,000.

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.

DPT students follow a varied registration procedure. Please contact the program director at 336-278-6400.

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 tables, with the quality points for each hour of credit shown at right:

Grade		Quality Points
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 and MSPAS grading system, please refer to the DPT and DPAS Student Handbook. Grades of “A” through “F” are permanent grades and may not be changed except in cases 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.”

Grading system for the M.A. in Interactive Media program

Graduation is dependent upon the quality of work and mastery of material in the 37 hours required to complete the Master of Arts in Interactive Media. Students will be evaluated using the following grade scale:

Grade	Evaluation	Credit
H	Honors	3 hrs.
P	Pass with mastery	3 hrs.
L	Low pass	3 hrs.
F	Failure	0 hrs.
I	Incomplete	
WD	Medical withdrawal	
W	Withdrawal	
NR	No report	

If, in the judgment of the academic program director, faculty and administrators of the School of Communications, a student fails to make satisfactory progress toward the completion of the degree or to demonstrate sufficient promise in the discipline, the student will not be allowed to continue in the program. Registration in the following semester for academically ineligible students will be cancelled automatically.

A student becomes academically ineligible to continue in the program for the following reason: He/she receives a grade of F, or more than one grade of L per semester. For iMedia, the August and January terms are considered part of the fall and spring semesters, respectively.

Grading system for the M.Ed. program

Graduation is dependent upon the quality and completion of course work, as well as evidence of development in professional standards during the 33 hours required to complete the Master of Education in Elementary, Gifted or Special Education. Students will be evaluated using the following grade scale:

Grade	Evaluation	Quality Points
A	Distinguished	4.00
B	Average	3.00
C	Weak	2.00
F	Unsatisfactory	0

A “B” is considered average for graduate work. The expectations should be high for graduate students and B’s accordingly should be expected. The M.Ed. program does not give D’s as final grades, as they are not considered passing.

A - Distinguished Performance

Excellent work that demonstrates not only a clear understanding of the material but also a superior ability to utilize that material in the assignment submitted. All criteria are met. The student's work goes beyond the task and contains additional, unexpected or outstanding features.

B - Average Performance

A solid piece of work that demonstrates a good understanding of the material under study and utilizes that material well in the assignment submitted. The student meets the assignment criteria, with few errors or omissions, but there are few additional, unexpected or outstanding features. A "B" is average for graduate work. The average expectations should be high for graduate students, and B's accordingly should be expected.

C - Weak Performance

Work that demonstrates a technical, or basic, understanding of the material under study and which utilizes that material adequately in the assignment submitted. The work meets the assignment criteria. In the graduate program, C's cannot really be seen as "average." After all, a student cannot remain in the program if 2 C's are made. As such, they must be seen as "weak" rather than "average."

F - Unsatisfactory

Work is incomplete, inappropriate and/or shows little or no comprehension of the class material in the assignment submitted.

Continuation standards and graduation requirements

Because 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 Undergraduate 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.



The MBA Program

An outstanding educational opportunity

To succeed in business today, modern managers need to be strong leaders, effective communicators and capable of managing in a globally competitive marketplace. They must be well versed in the core business disciplines, including accounting, economics, finance, marketing, organizational behavior, systems and strategy. They must know how to manage and work effectively in teams. Successful managers must recognize the ethical issues and social changes that impact both their organizations and their communities.

Offering the advantages of a full-time program in a part-time setting, the Elon MBA has a flexible schedule designed to fit the busy lives of working professionals. With a focus on personal growth, the MBA program enables students to acquire and master capabilities that can help them accelerate their careers and reach their professional goals.



An integrated program of study based on leadership development

The Elon MBA program is designed to help students identify their career goals, provide the knowledge and capabilities they will need to achieve these goals, and throughout, help them develop leadership skills they can apply in their work and in their communities. An introductory workshop, MBA 501, is designed to introduce students to the campus, one another, and, at the same time, provide skills that can help them be successful in the program. Students in MBA 501 participate in a number of activities. First they work on development goals they hope to achieve in their MBA education. Next they participate in a leadership development exercise that is designed to identify their preferred leadership style and provide guidance about how to develop and improve these skills. Students also go through advanced Excel training to ensure they have skills they will call upon throughout their coursework.

The second workshop, MBA 502, taken as students near completion of the program 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. The most exciting element of MBA 502 is the annual Graduating Class Case Competition. Working in groups and applying the skills acquired in their MBA studies, students are challenged to provide solutions to a complex, current business case. Professional managers evaluate the group presentations, provide feedback regarding the solutions suggested, and then select each year's winning team.

The curriculum

The MBA program allows students to complete the program at their own pace. Taking one course per semester allows you to finish the degree in 33 months, or, if you prefer, take two classes per semester and finish in 18-21 months. Accommodating the busy schedules

of working professionals, the flexible design of the Elon MBA also allows for semesters off. You decide your own timetable. Students may take up to six years to complete the program.

Accounting and Finance Preparation

The MBA program requires that all students demonstrate adequate preparation in accounting and finance prior to enrolling in the core MBA accounting and finance courses. Satisfaction of this requirement can be demonstrated in one of two ways:

One example could be evidence of prior undergraduate coursework in accounting and/or finance. To be acceptable, such coursework should have been completed within five years of entering the MBA program. Students with prior coursework must also pass qualifying exams in accounting or finance.

Students also can successfully complete foundation classes, usually taken at the undergraduate level, in accounting and/or finance. Such foundation classes can be taken at Elon or at some other approved institution. Approval must be granted by the MBA program.

Graduate Courses

Two Required Non-Credit Workshops

MBA 501: Introduction to the MBA

MBA 502: MBA Case Competition

Core Courses (10 courses, 30 credit hours)

MBA 511: Enhancing Managerial Communications

MBA 521: Economic Policy and the Global Environment

MBA 531: Accounting for Managerial Decisions

MBA 541: Marketing Management

MBA 551: Financial Management

MBA 562: Management and Organizational Behavior

MBA 567: Analytics I – Quantitative Methods

MBA 581: International Business

Organizational Systems

Students select from one of the following three courses:

MBA 561: Advanced Operations and Supply Chain

MBA 565: Project Management

MBA 568: Analytics II – Spreadsheet Decision Making

MBA 585: Strategic Management

Elective Courses (3 courses, 9 credit hours)

Students can choose to select stand-alone elective courses or specific three-course combinations resulting in a concentration. Elective courses are listed on page 27.



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 (fall, winter and spring). Each class will include approximately 45 minutes of additional 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.

Two 5-week semesters are also offered each summer. During these summer semesters, classes are taught two nights per week, Monday and Thursday. Both core and elective classes are offered in the summer.

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 also accredited by AACSB International – The Association to Advance Collegiate Schools of Business (www.aacsb.edu).



Program learning objectives

The goal of the Elon MBA program is to provide instruction and experiences for students so they graduate with the knowledge, skills and character essential for responsible business leadership in the 21st Century.

The Elon MBA program will provide students with the opportunity to:

- Acquire knowledge and understanding of the concepts that can assist managers effectively and measure and analyze business performance.
- Acquire an understanding of the ethical implications of business decisions as they impact their organization, their community and the society at large.
- Acquire the ability to communicate effectively.
- Acquire knowledge and understanding of the concepts that will enable them to assist their organizations and achieve and maintain competitive positions in the global economy.
- Acquire knowledge and understanding of leadership concepts that can enable them to become effective leaders in their places of work, their communities and in the development of their careers.

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).....	\$827
Miscellaneous:	
Late payment	\$30
Late registration/re-enrollment during term	\$25
Payment plan fee.....	\$10
Returned check fine.....	\$25
Transcripts	\$5
Auditing (per course).....	\$270

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, winter and spring terms

Tuition and fees are refunded on a pro rata basis during the first six 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 six or more credit hours in the fall, winter and spring; part-time, if enrolled in five 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 on the **Elon Graduate Admissions website at www.elon.edu/graduate**.

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
- A recommended score of 500 or higher on the Graduate Management Admissions Test (GMAT) or a combined verbal and quantitative score of 297 or higher on the Graduate Record Exam (or 1000 on the revised GRE taken before 7/31/11) and a score of 3.5 or higher on the six-point analytical written scale, taken within the past five years. This requirement may be waived if an applicant possesses a master's degree in another quantitative discipline. To be reviewed for a GMAT/GRE waiver, prospective students must submit all official transcripts and a resume. You do not have to apply first for this review.
- Two years of professional work experience
- Three letters of recommendation; two from supervisors and one other
- A completed application form and personal statement with a \$50 nonrefundable fee (paid online or with a 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 79 (Internet-based tests) or 213 (computer-based examinations) is required. English translations of transcripts and explanations of grading systems are required.
- A resume is required for all applications.

Exceptions to these requirements will 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

Recommendations can be filled out electronically when an applicant submits their online application. 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.

Testing for MBA students

Applicants to the MBA program are required to take either the Graduate Management Admission Test (GMAT) or the Graduate Records Examination (GRE) prior to admission to the program. Elon's GMAT program code is **BF18488**. Elon's GRE program code is **5183**.

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 a 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 non degree-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 and can take up to six hours of MBA coursework.



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.

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.
- Original bank statement or letter issued within the last six months.
- A completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.
- Medical insurance and immunization records. (Elon requires students to maintain health insurance during the entire period of enrollment.)

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 21 months.
- Maintain continuous enrollment with a minimum of 9 credit hours per semester (fall and spring).
- Report to the Isabella Cannon Global Education Center (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 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 45 hours (39 graduate credits and 6 credits for two foundational undergraduate courses) within six calendar years.

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



Courses

Non-Credit Workshops

MBA 501

Introduction to the MBA

Taken as students begin the MBA, this non-credit workshop introduces students to the campus, one another, and, at the same time, provide skills that can help them be successful in the program. Students in MBA 501 work on development goals they hope to achieve in their MBA education. They also participate in a leadership development exercise intended to identify their preferred leadership style while providing guidance about how to develop and improve these skills. Students also go through advanced Excel training to ensure they have skills they will call upon throughout their coursework.

MBA 502

MBA Case Competition

Taken as students near completion of the MBA program, this workshop revisits topics addressed in MBA 501. Students 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. The signature element of MBA 502 is the Graduating Class Case Competition. Students are challenged to provide solutions to a complex, current business case. Professional managers evaluate the group presentations, provide feedback regarding the solutions suggested, and then select each year's winning team.

Core Courses

(10 courses, 30 credit hours)

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 562 **3 sh**
Management and Organizational Behavior

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 nontraditional approaches to leadership, followership, to understanding leaders and leadership.

MBA 567 **3 sh**
Analytics I—Quantitative Methods

This course examines the foundational business analytics skills and tools required to make effective managerial decisions. Specifically, using statistics and

probability, this course examines business decisions related to marketing, supply chain and operations such as market basket analysis, RFM analysis, market segmentation, queuing, quality control and forecasting consumer demand and input availability and simple visualization techniques. In addition to Excel, this course incorporates more advanced business analytics software such as SAS Enterprise Miner and Guide.

MBA 581 **3 sh**
International Business

This course consists of an MBA Study Abroad experience. Two are offered each year, a January trip to Asia and a June trip to Europe. The emphasis of this course will be research and analysis of factors involved in establishing and operating an international business. Topics include foreign exchange, finance, regulatory requirements, and assessment of socioeconomic and political conditions in off-shore destinations. We will discuss strategic positioning, marketing, and organizational structure. These trips typically last eight or nine days and are scheduled to ensure that a student does not miss more than one work-week. The MBA program provides a partial subsidy toward the cost of the travel.

**Organizational Systems Requirement**

Students must select one course from the following three:

MBA 561 **3 sh**
Advanced Operations and Supply Chain

This course provides tools for the assessment of performance, analysis of business processes, and evaluation and implementation of process change. The course demonstrates the importance of the integration of information systems technology in organizational change processes. It introduces database tools for managing and analyzing information and explores the implications of emerging eCommerce, supply chain and cross-functional software applications.

MBA 565 **3 sh**
Project Management

This course provides an overview of the knowledge, skills and processes associated with project

management. The course covers project planning, scheduling and controlling, and will provide students with skill building using project management tools, techniques and software.

MBA 568 **3 sh**
Analytics II: Spreadsheet Decision Making

This course is designed to provide students, primarily in the fields of business and economics, with a conceptual understanding of the role management science plays in the decision making process. This course focuses on the development of decision models and their application to management problems. The emphasis is on models that are widely used across a wide variety of industries and functional areas, including operations, supply chain management, finance, accounting and marketing.

Core Courses

This is a required course.

MBA 585 **3 sh**
Strategic Management

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, market research and critical success factors are integrated throughout the course.

Elective Courses

Select three stand-alone elective courses or a specific three-course combinations to create a concentration.

MBA 591 **3 sh**
Entrepreneurship

These courses are designed for MBA students who are interested learning the steps, process and 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.

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 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

Human Resources Concentration

MBA 546 **3 sh**
Employment Law

Adopting a managerial perspective, this course addresses the various employment laws with which businesses must comply and the legal rights and responsibilities of employees and employers. Topics covered include: the classification of workers; wage and hour laws; legal frameworks governing equal

employment opportunity; occupational safety and health; workers' compensation; and work-related privacy issues. Pre-req: MBA 501, MBA 511

MBA 547 **3 sh**
Human Capital Management

This course introduces students to human capital management issues that affect any manager and



focuses on principles and practices using a framework that defines the relationships among human resource, work design, competencies and motivating attitudes and behaviors. Through readings, discussions, cases and semester team projects, students should complete the course with a broad understanding of the complexities involved in managing employees. Pre-req: MBA 501, MBA 511

MBA 548 **3 sh**
Human Performance Management

This class exposes students to the methods, theories,

research findings and issues regarding employee performance in organizations. Topics covered include performance appraisal models, measurement issues, giving and receiving feedback, and challenges of telecommuter and virtual team performance management. Cases, experiential exercises, discussions and projects contribute to a fast-paced learning experience and provide practical experiences that can be immediately used in the workplace.

Organizational Analytics Concentration

MBA 568 **3 sh**
Analytics II: Spreadsheet Decision Making

This course is designed to provide students, primarily in the fields of business and economics, with a conceptual understanding of the role management science plays in the decision making process. This course focuses on the development of decision models and their application to management problems. The emphasis is on models that are widely used across a wide variety of industries and functional areas, including operations, supply chain management, finance, accounting, and marketing.

MBA 569 **3 sh**
Analytics III : Business Data Mining

This course will examine how data analysis technologies can be used to improve decision making and study the principles and techniques of data mining. We will examine real-world examples and cases to place data-mining techniques in context, to develop data-analytic thinking, and to illustrate that proper application is as much an art as it is a science. In addition, we will work "hands-on" with data mining software.

MBA 595 **3 sh**
**Topics in Applied Management:
 Marketing Research**

This course provides skills in a variety of marketing research methodologies. The emphasis is on application to skills acquired through engagement with real marketing research cases and problems. Students will develop a research program, collect and analyze data, report on, and render strategic decisions based on their analysis. Students will rely on statistical analyses. Prerequisites: statistics

MBA 595 **3 sh**
**Topics in Applied Management:
 Analytics Practicum**

The purpose of this course is to provide students a real-world hands-on opportunity to work directly with an outside organization in data analytics related activities. Students will work under the supervision of a faculty member with an outside organization to help them manage and analyze their data within the organization. Students will review background information on the organization and its strategic objectives and develop data analytics models and work with the organization to apply those analytics models to determine the best decision action to take.

Entrepreneurship Concentration

MBA 591 **3 sh**
Entrepreneurship I

This is the first of a two-course MBA sequence that seeks to immerse the student in the general business perspective that is entrepreneurship. During these two courses the student will conceive a new venture and prepare a fundable business plan. The first course will focus on the creative process of developing a new idea and investigating the market feasibility of that concept. The student will also examine the nature of

entrepreneurship and the entrepreneur to discover whether entrepreneurship might be in his/her future.

MBA 592 **3 sh**
Entrepreneurship II

This is the second course in the two-course Entrepreneurship Sequence. In this course, students will devote their attention to the development of a formal and complete business plan. Topics covered include idea conception, targeting specific markets and industries, research resources, competition

analysis, risk management, identifying funding strategies, preparing pro-forma financial projections and consideration of milestones and exit strategies. Emphasis is placed on scalable venture opportunities. Prerequisite: Completion of Entrepreneurship I

MBA 595 *3 sh*
Topics in Applied Management: Innovation & New Product Development

This course explores individual creativity and organizational innovation that is fundamental to

successful entrepreneurship. Topics include how new products are developed and marketed, including ideation, consumer insights and communication strategies. This course is ideal for students considering a career in marketing as well as those contemplating entrepreneurial opportunities.

Marketing Concentration

MBA 595 *3 sh*
Topics in Applied Management: Marketing Research

This course provides skills in a variety of marketing research methodologies. The emphasis is on application to skills acquired through engagement with real marketing research cases and problems. Students will develop a research program, collect and analyze data and report on and render strategic decisions based on their analysis. Students will rely on statistical analyses. Prerequisites: Statistics.

consumption-related behaviors and develop effective marketing strategies to influence those behaviors. Behavioral concepts and research tools will be applied to a variety of cases and projects.

MBA 595 *3 sh*
Topics in Applied Management: Consumer Behavior

The characteristics and consumption behaviors of consumers that influence their decisions regarding their market behavior is the focus of this course. The course is designed to help understand

MBA 595 *3 sh*
Topics in Applied Management: Customer Relationship Management

The Customer Relationship Management course is designed to introduce students to tools that can enable organizations to more effectively create and maintain relationships with clients and customers that are desirable for both the firm and the customer. These tools include on sales force automation technology and principles of customer relationship management (CRM). Students will develop full proficiency in using CRM systems.

Administration

Leo M. Lambert, B.S., M.Ed., Ph.D.
President

Steven D. House, B.S., Ph.D.
Provost and Vice President for Academic Affairs

Raghu Tadepalli, B.Comm., MBA, Ph.D.
Dean of the Martha and Spencer Love School of Business

William J. Burpitt Jr., B.A., Ph.D.
Associate Dean for Graduate and Executive Programs

Judith C. Dulberg, B.S.
MBA Program Coordinator

Arthur W. Fadde, B.S., M.Ed.
Associate Dean of Admissions and Director of Graduate Admissions

Rodney L. Parks, B.S., M.A. MSW, Ed.S., Ph.D.
University Registrar

Faculty

Haya Ajjan, Assistant Professor of Management Information Systems
B.B.A., MBA, Ph.D., The University of North Carolina at Charlotte

Jo Ann M. Buck, Assistant Professor of Business Administration
B.A., M.A., University of New York at Fredonia; Ph.D., University of North Carolina at Greensboro

John J. Burbridge, Professor of Management
B.S.I.E., M.S.I.E., Ph.D., Lehigh University

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