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Elon University’s graduate programs combine the best of the liberal arts and sciences with nationally recognized engaged learning opportunities that enable students to acquire the skills needed to reach professional goals. Elon is one of only seven private universities in the nation with accredited schools of law, business, communications, health sciences and education, along with a chapter of Phi Beta Kappa, the nation’s oldest and most prestigious academic honor society.

Each of our academically rigorous programs is stamped with Elon’s distinctive approach to learning that includes small classes, dedicated faculty scholars, and opportunities to gain practical experience in a university environment fully committed to inquiry and research.

- This year, the Martha and Spencer Love School of Business, which offers the Master of Business Administration, will enroll its first class of Master of Science in Management students. The program combines graduate business courses with concentrations in organizational analytics and corporate communications. In addition, Elon’s MBA was recently named the #1 part-time program in the South and #5 in the nation by Bloomberg Businessweek.

- 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. These programs immerse students in rigorous science and research experiences and feature exceptional clinical practicums to reinforce classroom learning.

- The Master of Education program in the School of Education, the Master of Arts in Interactive Media in the School of Communications, and the MBA program feature study abroad components that provide students with global perspectives and opportunities.

- Elon’s School of Law offers a new curriculum that is highly experiential and positions students to excel in the rapidly evolving legal profession. Students gain foundational legal skills, work directly with clients, and are mentored by experienced lawyers in a nationally recognized preceptor program.

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 Science in Management (MSM), 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.S. in Management

The newest graduate program to be offered by the School of Business, the Master of Science in Management, combines a solid grounding in business fundamentals with in-depth training in a specialized field of study. The program can be taken as a 4+1 graduate professional degree that will prove appealing to students from the Arts and Sciences and professional schools. It is offered in full- and part-time schedules. Students who wish to attend full time can complete the program in one year. Working professionals can take classes on a part-time basis. The program combines a core of business fundamentals and concentrations that will be attractive to a wide variety of hiring organizations, profit and not-for-profit, leading to employment opportunities domestically and abroad. Concentrations are offered in Organizational Analytics and Corporate Communications (a partnership with the School of Communications). The Elon MSM program is much more than a collection of classes—it welcomes you into a rich, supportive community of students, alumni and faculty who quickly become colleagues, mentors, and friends. The program is enhanced with workshops that focus on career and professional development along with training in Excel and other job-essential skills.
**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 all 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. programs provide licensed teachers the opportunity to complete the degree across three summers and two academic years. The program also provides the opportunity to study abroad in 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 Cone Health-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.
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 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 Inman Admissions Welcome Center. Graduate Admissions can be reached at 336-278-7600. 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 elon.edu/irweb. For support or to report an incident of bias, discrimination and/or harassment visit 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, 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. Elon’s most recent graduate program is the Masters of Science in Management. This program enrolls its inaugural class fall 2015.

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 100 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 and a graduate study center and a lounge. The suite also houses DSLR cameras, which shoot still photos and high definition video. Offices for interactive media faculty are also located in the Powell Interactive Media Suite. Additionally, high-definition cameras, audio recorders, lighting kits, booms and other equipment to produce interactive media are available for checkout from the School of Communications.

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, 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) and a Master of Science in Management (MSM) 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 Science in Management 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 at Elon University is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE), 1111 North Fairfax Street, Alexandria, Virginia 22314; telephone: 703-706-3245; email: accreditation@apta.org; website: http://www.capteonline.org.

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

The ARC-PA has granted Accreditation-Provisional status to the Master of Science Physician Assistant Studies Program sponsored by Elon University. Accreditation-Provisional is an accreditation status granted when the plans and resource allocation, if fully implemented as planned, of a proposed program that has not yet enrolled students appear to demonstrate the program’s ability to meet the ARC-PA Standards or when a program holding Accreditation-Provisional status appears to demonstrate continued progress in complying with the Standards as it prepares for the graduation of the first class (cohort) of students. Accreditation-Provisional does not ensure any subsequent accreditation status. It is limited to no more than five years from matriculation of the first class.

Belk Library

Belk Library 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, faculty and staff. Fourteen librarians with subject expertise are available for research consultations. More than 100 Macintosh and Windows computers offer access to over 150 research databases, the library catalog and the Internet. Students can choose among a wide variety of individual and group study spaces while using the more than 350,000 volumes, government documents and media resources. More than 59,000 online journals are available, as well as an extensive video and audio collection.

Belk Library also houses the Tutoring Center, the Writing Center and Teaching and Learning Technologies. Please visit 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 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, MSM 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 elon.edu/graduate.

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
- 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/finaidborrow.
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](http://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.

National Health Service Corps
The National Health Service Corps (NHSC) scholarship is a competitive program that pays tuition, fees and provides a living stipend to students enrolled in accredited medical (MD or DO), dental, nurse practitioner, certified nurse midwife, and physician assistant training programs. Upon graduation, scholarship recipients serve as primary care providers between 2 and 4 years in a community-based site in a high-need Health Professional Shortage Area (HPSA) that has applied to and been approved by the NHSC as a service site.

Awards are made to applicants most committed to serving underserved people, most likely to build successful careers in HPSAs, and meet future needs for care throughout the nation. Application instructions can be found at the NHSC website.
Note: Candidates must be accepted for enrollment or enrolled in a program on or before September 30 in order to apply for the scholarship. Because the Elon PA program enrolls in January, our students are eligible to apply during their first year of enrollment. For example, an Elon PA student could apply as early as March of their first year and if awarded the scholarship begin receiving funding in July of their first year. As a result, the PA student could receive funding for a total of 21 out of their 27 months of the program.

**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.

**Scholarship programs**

A limited number of Doctor of Physical Therapy scholarships ranging from $5,000 to $14,000 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. Undergraduates are not permitted to register for graduate courses.

DPT and PA students follow a varied registration procedure. Please contact the DPT program director at 336-278-6400 and the PA program director at 336-278-6847.
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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Distinguished</td>
</tr>
<tr>
<td>A-</td>
<td>Excellent</td>
</tr>
<tr>
<td>B+</td>
<td>Above average</td>
</tr>
<tr>
<td>B</td>
<td>Average</td>
</tr>
<tr>
<td>B-</td>
<td>Below average</td>
</tr>
<tr>
<td>C</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
<tr>
<td>WD</td>
<td>Medical withdrawal</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>NR</td>
<td>No report</td>
</tr>
</tbody>
</table>
Pluses and minuses added to the letter grade pertain only to the MBA and MSM 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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Evaluation</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>Honors</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>P</td>
<td>Pass with mastery</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>L</td>
<td>Low pass</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0 hrs.</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td></td>
</tr>
<tr>
<td>WD</td>
<td>Medical withdrawal</td>
<td></td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td></td>
</tr>
<tr>
<td>NR</td>
<td>No report</td>
<td></td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Evaluation</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Distinguished</td>
<td>4.00</td>
</tr>
<tr>
<td>B</td>
<td>Average</td>
<td>3.00</td>
</tr>
<tr>
<td>C</td>
<td>Weak</td>
<td>2.00</td>
</tr>
<tr>
<td>F</td>
<td>Unsatisfactory</td>
<td>0</td>
</tr>
</tbody>
</table>

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 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.

To increase choice and flexibility, the Elon MBA will also offer classes in RTP beginning fall 2015. Classes will be held at The Solution Center, just off the Page Road exit on I-40. The full slate of the MBA courses will be offered at the new location, with a variety of elective courses offered as well, enabling a student to complete requirements for the MBA by taking all courses at the RTP location. These classes will be offered as an addition to the existing program at the Elon location. If they wish, students will be able to take courses at either or both locations.

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.

And with the opening of classes in the Solution Center in RTP, students will have even great flexibility about course options and locations.

**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 two courses:*
MBA 561: Advanced Operations and Supply Chain
MBA 565: Project 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 at both Elon and RTP.

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. Summer classes will also be offered at the RTP-Solution Center location.

**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
- 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 combined verbal and quantitative score of 297 or higher on the GRE (or 1000 the GRE taken before 7/31/11), and a score of 3.5 or higher on the 6-point analytical writing scale, taken within the last five years OR GMAT score of 500. Elon University’s M.S. in Management GRE program code is 5183 and GMAT program code is BFI-84-88. This requirement may be waived (please see GMAT/GRE Waiver Requests).
- 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.

GMAT/GRE Waiver Requests

Applicants requesting a GMAT/GRE waiver must meet at least two of the following for consideration:

- Cumulative undergraduate GPA of 3.3 or higher for the degree granting institution;
- Successful completion of a graduate degree or US graduate degree equivalent; or
■ 7 or more years of full-time, professional post-baccalaureate work experience.

■ Waiver are requested at the time of application. After submitting the online MBA program application (including resume, undergraduate and/or graduate transcripts, two letters of recommendation), email the Graduate Admissions Office gradadm@elon.edu noting which waiver criteria you meet and a short rationale for the requests. A decision will be emailed within 14 days.

**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  
Financial Management  
3 sh  
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  
Management and Organizational Behavior  
3 sh  
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  
Analytics I—Quantitative Methods  
3 sh  
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  
International Business  
3 sh  
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:

MBA 561  
Advanced Operations and Supply Chain  
3 sh  
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  
Project Management  
3 sh  
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.

Core Courses  
This is a required course.

MBA 585  
Strategic Management  
3 sh  
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.
**Electives & Concentrations**

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

**MBA 591**  
**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.

**MBA 593**  
**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**  
**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**  
**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. The class will then conclude the semester with several on-site classes for final review and presentation.

**Human Resources Concentration**

**MBA 546**  
**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**  
**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 549**  
**Business Law**  
This business law course examines legal rights and responsibilities of individuals and organizations engaged in business, with a focus on issues that commonly affect managerial decision-making. Topics covered include: the litigation process and alternative dispute resolution; contracts; sales and secured transactions; bankruptcy; agency; federal administrative law (environmental regulation and consumer protection); and the various forms of business organization, including partnerships, corporations, and limited liability companies. Contemporary legal and ethical issues are emphasized.
Organizational Analytics Concentration

**MBA 542  3 sh**
Research for Marketing Decisions
This course will enable students to conduct, understand, use, and evaluate marketing research done for you or your company. This is a highly applied course; you will learn by conducting marketing research, not just by reading about it. You will develop a research program, collect and analyze data, report and present results, and make recommendations based on your analysis. MBA standing. Foundation in statistics or permission of instructor.

**MBA 563  3 sh**
Innovation Imperative
This course will focus on the role creativity and innovation play in the development of successful organizations. Students will learn to understand and apply various innovation processes and approaches to effective change management processes. The class will use a variety of hands-on exercises and assignments with an emphasis on creativity and innovation at the individual and organizational level. MBA standing.

**MBA 564  3 sh**
Systems Thinking: Integrating Analytics into Managerial Decisions
Managing the quality of the decision making across all organization levels is increasingly important, particularly as environments grow in turbulence and complexity. This course presents students with analytic tools that will enable them to employ analytics to better understand and improve the decisions made by their teams and organizations. Prerequisites: Excel skills. Statistics foundation or permission of instructor.

**MBA 566  3 sh**
Programming Basics
Students learn to apply statistical techniques to the processing, manipulation, and interpretation of data from various industries and disciplines using statistical programming packages. Students will use statistical programming to manage data, write subroutines, make informative graphs, and apply advanced modeling techniques to build and evaluate models. This is a project-based course with a strong programming component.

**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.

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 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.
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.

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

Research for Marketing Decisions
This course will enable students to conduct, understand, use, and evaluate marketing research done for you or your company. This is a highly applied course; you will learn by conducting marketing research, not just by reading about it. You will develop a research program, collect and analyze data, report and present results, and make recommendations based on your analysis. MBA standing. Foundation in statistics or permission of instructor.

Corporate Communications MBA Concentration

Organizational Communications
Every organization has internal and external communication patterns and leadership practices. This course addresses the communication theories and workplace issues related to leadership, interpersonal relations, group dynamics, and organizational culture and strategy. Students analyze change management, messaging, the use of traditional and online technologies, the influence of social media, and legal and ethical dimensions of organizational communications.

Reputation Management
Communication plays a central role in developing, promoting and maintaining a positive reputation for organizations among consumers, investors, employees, media and others. Topics include brand positioning, media relations, online strategies, internal communications, corporate social responsibility, issues management and crisis communications. Corporate communicators use audience research, engagement and collaboration to align an organization’s values with the values of its publics and stakeholders.

Corporate Presentation and Writing
Corporate communication requires effective presentation and writing skills to interact with publics and stakeholders. This course provides students with a broad pallet of skills: writing and delivering presentations; creating talking points; designing visual communications; and writing letters, memoranda, reports and articles for internal and external audiences. Corporate communication is examined as both a function of leadership and an instrument of corporate identity formation.

Global and Intercultural Communications
Corporations need communication strategies that work in a globally and culturally diverse marketplace. This course guides students to navigate across cultures, nations and organizational systems and to understand the influence of varying values, norms, beliefs and roles. With examples ranging from small businesses to multinational corporations, students learn how to effectively communicate in a global and intercultural society.
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President

Steven D. House, B.S., Ph.D.
Provost and Executive Vice President

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

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