



# PEPPERDINE UNIVERSITY

## Graziadio School of Business and Management

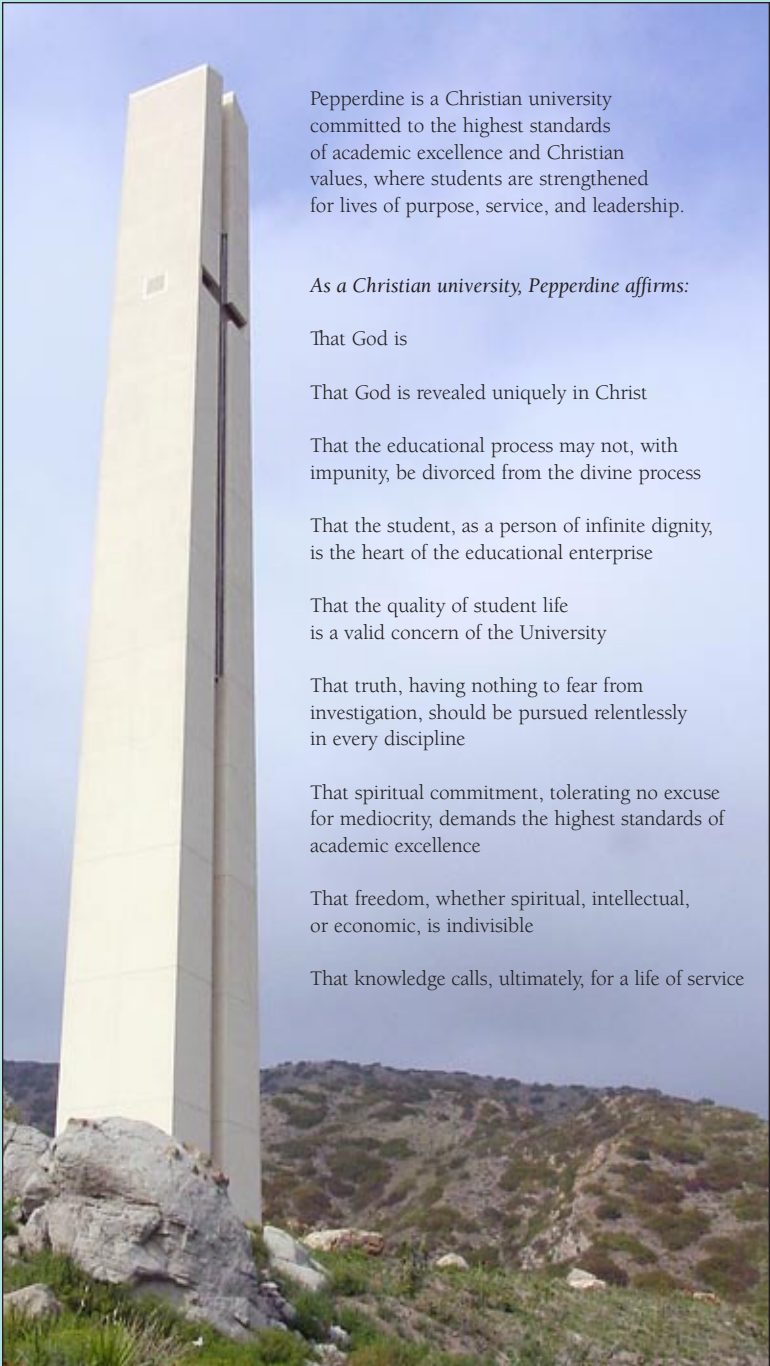
2008–2009  
Academic Catalog

### **For More Information**

Requests for further information should be addressed to

Corporate and External Relations  
The Graziadio School of Business and Management  
Pepperdine University  
West Los Angeles Graduate Campus  
6100 Center Drive  
Los Angeles, California 90045  
Telephone: (310) 568-5555  
<http://bschool.pepperdine.edu>

Enrolled students should call their Program Office for further information.



Pepperdine is a Christian university committed to the highest standards of academic excellence and Christian values, where students are strengthened for lives of purpose, service, and leadership.

*As a Christian university, Pepperdine affirms:*

That God is

That God is revealed uniquely in Christ

That the educational process may not, with impunity, be divorced from the divine process

That the student, as a person of infinite dignity, is the heart of the educational enterprise

That the quality of student life is a valid concern of the University

That truth, having nothing to fear from investigation, should be pursued relentlessly in every discipline

That spiritual commitment, tolerating no excuse for mediocrity, demands the highest standards of academic excellence

That freedom, whether spiritual, intellectual, or economic, is indivisible

That knowledge calls, ultimately, for a life of service

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## The Graziadio School of Business and Management Academic Calendar, 2008–2009

The Graziadio School of Business and Management conducts a year-round trimester schedule. Three equal periods of study constitute the academic year. Trimester units have the same value as semester units. The trimester system allows year-round education, if students enroll in all three trimesters each year, and still provides at least six weeks each year for vacation. Certain programs use a modified academic calendar. See class schedule for details.

### Fall Trimester, 2008

Monday	Aug. 25	Official date for opening of fall trimester (see class schedule for specific class start dates); classes begin; late registration fees effective
Monday	Sept. 1	Labor Day holiday
Monday	Sept. 8	Late registration and add/drop periods end
Tuesday	Sept. 9	Percentage refund schedule applies for withdrawal
Wednesday	Oct. 8	Last day to complete admission file
Friday	Oct. 17	Last day to withdraw with grade of “W”; last day to apply for readmission
Friday	Oct. 31	Last day to file Intent to Graduate form for December graduation; graduation fee due (where applicable)
Thursday Friday	Nov. 27– Nov. 28	Thanksgiving holidays
Monday Friday	Dec. 1– Dec. 5	Final examinations
Saturday	Dec. 6	Graduation
Sunday Sunday	Dec. 7– Jan. 4	Winter break (University offices will be closed Dec. 24–Jan. 1)

### Spring Trimester, 2009

Monday	Jan. 5	Official date for opening of spring trimester (see class schedule for specific class start dates); classes begin; late registration fees effective
Friday	Jan. 16	Late registration and add/drop periods end
Saturday	Jan. 17	Percentage refund schedule applies for withdrawal
Monday	Jan. 19	Martin Luther King, Jr., holiday
Monday	Feb. 16	Presidents’ Day holiday (University offices open)

Wednesday	Feb. 18	Last day to complete admission file; last day to apply for readmission
Friday	Feb. 27	Last day to withdraw with grade of "W"
Friday	Mar. 13	Last day to file Intent to Graduate form for April graduation; graduation fee due (where applicable)
Monday	Apr. 13–	Final examinations
Friday	Apr. 17	
Saturday	Apr. 18	Graduation
Sunday	Apr. 19–	Spring break
Sunday	Apr. 26	

### Summer Trimester, 2009

Monday	Apr. 27	Official date for opening of summer trimester (see class schedule for specific class start dates); late registration fee effective
Monday	May 4	Classes for Fully Employed and Full-Time Programs begin (Global Enterprise Management courses are offered April 19–May 2)
Friday	May 15	Late registration and add/drop periods end
Saturday	May 16	Percentage refund schedule applies for withdrawal
Monday	May 25	Memorial Day holiday
Wednesday	June 10	Last day to complete admission file; last day to apply for readmission
Friday	June 19	Last day to withdraw with grade of "W"
Friday	June 26	Last day to file Intent to Graduate form for August graduation; graduation fee due (where applicable)
Friday	July 3	Independence Day holiday (observed)
Monday	Aug. 3–	Final examinations
Friday	Aug. 7	
Saturday	Aug. 8	Graduation
Sunday	Aug. 9–	Summer break (Global Enterprise Management courses are offered August 9–15)
Sunday	Aug. 30	



## President's Message

Beginning in 1937 and continuing through the decades, Pepperdine University has regarded academic excellence as chief among its high aspirations. Today, as we continue a long-standing tradition of applying ourselves to the pursuit of scholarship, we also rededicate ourselves to enriching the lives of our students.

Maintaining a focus on scholarship, we firmly embrace what we believe is the central task of education: teaching. At Pepperdine, the issue is not about choosing between teaching and research—here, we value nationally recognized scholarship in support of excellent teaching.

We understand our students want and need training for successful careers in life. Accepting that as a given, Pepperdine also believes it is important that our students become an enlightened, civil, and cultured citizenry. At Pepperdine, we believe that higher education has a duty to preserve those things that are timeless and that ennoble humanity. Therefore, in addition to their major academic concentration, and perhaps because of their familiarity with other disciplines, we hope our students celebrate music, drama, literature, poetry, and art and are in daily contact with these expressions of the human spirit.

We welcome you to a University that honors the past, lives and serves in the present, and looks forward with you to a bright future. We commend to you the life of the mind, the life of the spirit, and the life of community.

Andrew K. Benton

*President*



*On a bluff overlooking the Pacific Ocean on Pepperdine's Malibu campus, California Governor Arnold Schwarzenegger signed the California Global Warming Solutions Act (AB 32). The bipartisan bill is regarded as historic in California and proponents, including members of the business community and environmentalist groups, cite it as positioning California to lead an international effort to reduce the effects of global warming. Pictured here are Governor Schwarzenegger and President Andrew Benton.*







PEPPERDINE  
UNIVERSITY  
GENERAL  
INFORMATION

◀ *Pepperdine University's Malibu campus is a serene learning environment overlooking the Pacific Ocean.*

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## History of the University

Pepperdine University is an independent, medium-sized university enrolling approximately 8,300 students in five colleges and schools. Seaver College, the School of Law, the Graduate School of Education and Psychology, the Graziadio School of Business and Management, and the School of Public Policy are located on the University's 830-acre campus overlooking the Pacific Ocean in Malibu. Courses are taught in Malibu; at six graduate campuses in Southern California; and at international campuses in Germany, England, Italy, and Argentina.

The University was founded in 1937 by Mr. George Pepperdine, a Christian businessman who started the Western Auto Supply Company. For the first 30 years of its life, the institution was a small, mostly undergraduate college. University status was achieved in 1970 as the institution added graduate and professional schools. In 1972, the University opened its new campus at Malibu.

Pepperdine University is religiously affiliated with the Churches of Christ, of which Mr. Pepperdine was a lifelong member. Faculty, administrators, and members of the Board of Regents represent many religious backgrounds, and students of all races and faiths are welcomed. It is the purpose of Pepperdine University to pursue the very highest academic standards within a context that celebrates and extends the spiritual and ethical ideals of the Christian faith.



*George Pepperdine established Western Auto Supply in 1909. He was committed to sharing his wealth to educate men and women in a values-oriented environment. Pepperdine University is the realization of his dream.*

## Colleges and Schools of the University

**Seaver College** is the University's residential college of letters, arts, and sciences, enrolling approximately 3,100 undergraduate and graduate students who are expected to maintain the highest standards of academic excellence and personal conduct. An interdisciplinary curriculum requires each student to develop as a broadly educated person. The bachelor's degree is offered in 38 fields of study, and the master's degree is offered in 7 areas.

**The Graziadio School of Business and Management** is one of the nation's largest graduate business schools accredited by the Association to Advance Collegiate Schools of Business (AACSB International) and enrolls approximately 2,000 students in its full- and part-time programs. Founded in 1969, the school is named for its benefactor, the late co-founder, chairman, and CEO of Imperial Bancorp, George L. Graziadio. Its mission is to develop values-centered leaders for contemporary business practice. Degrees granted by the Graziadio School include the Master of Business Administration (MBA) for full-time students, working professionals, and high-level executives; the International Master of Business Administration (IMBA); the Master of Science in Organization Development (MSOD); the Master of Science in Management and Leadership (MSML); the Master of Science in Global Business (MSGB); the Master of Science in Applied Finance (MSAF); and the undergraduate Bachelor of Science in Management (BSM). Special programs include a joint BSM and MBA program, joint degrees with Pepperdine University's School of Law (JD/MBA), School of Public Policy (MBA/MPP), and Seaver College (BS/MBA or BS/IMBA), and nondegree executive education programs that can be customized to meet an organization's specific learning needs. Degree programs are offered at the Graziadio School's headquarters located at the West Los Angeles Graduate Campus; the Drescher Graduate Campus in Malibu; and additional campuses located throughout Southern California including Encino, Irvine, Pasadena, and Westlake Village. The Executive MBA program also is available in Northern California.

**The School of Public Policy** (SPP) offers a Master of Public Policy (MPP) degree built on a distinctive philosophy of nurturing leaders to use the tools of analysis and policy design to effect successful implementation and real change. This requires critical insights balanced with personal moral certainties that only a broad exposure to great ideas, courageous thinkers, and extraordinary leaders can encourage. It prepares graduates for careers as leaders and seeks also to strengthen the institutions which lie between the federal government and the individual, including the family, religious organizations, volunteer associations, local and regional government, and nonprofit organizations. Joint degree programs include the MPP/JD degree and the MPP/MDR degree in conjunction with the School of Law and the MPP/MBA degree in conjunction with the Graziadio School of Business and Management. The Davenport Institute, the research and special program division of SPP, is dedicated to addressing current issues through major conferences, seminars, and published research.

**The School of Law** provides an excellent legal education within a values-centered context. One of the most rapidly developing law schools in the country, it is fully approved by the American Bar Association and holds membership in the Association of American Law Schools. It has a limited enrollment of about 635 full-time students who come from across the nation and around the world to study law in a unique, supportive environment. Among its newest degree offerings are the LLM in Dispute Resolution, administered by the School of Law's internationally acclaimed Straus Institute for Dispute Resolution, and the Juris Doctor/Master of Divinity in conjunction with Seaver College. Other joint degree programs include the JD/MBA, JD/MPP, and JD/MDR. It has a fall semester and summer session in London, where students may study international law in one of Europe's most exciting cities. The School of Law is also home to the Institute on Law, Religion, and Ethics and the Center for Entrepreneurship and Technology Law.

**The Graduate School of Education and Psychology** enrolls approximately 1,850 students. With its main headquarters located at the West Los Angeles Graduate Campus, the graduate school also offers select programs at graduate campuses in Malibu, Irvine, Encino, and Westlake Village, as well as online. The Graduate School of Education and Psychology offers a total of ten master's and doctoral programs in education and psychology, all of which are founded on the theoretical understanding of service through leadership. The education programs prepare teachers to serve as leaders in technological innovation and collaborative learning environments as well as train administrators to create vision and manage change in business, health, and other social service professions. Students in the psychology programs are educated in the current and emerging human service fields, including clinical psychology and marriage and family therapy. Emphasis is placed on the practitioner-scholar model of learning, highlighted by discovery, scholarship, research, and clinical application. In conjunction with an excellent professional education, students are provided with personal attention in a Christian, values-centered context.

## Code of Ethics

### Introduction

Pepperdine University is a Christian University committed to the highest standards of academic excellence and Christian values. Members of the Pepperdine University community—faculty, staff, students, administrators, members of the Board of Regents, members of the University’s advisory boards, and volunteers—are responsible for maintaining the standards of the institution and of the various communities in which they live. We value integrity, honesty, and fairness and strive to integrate these values into our daily practices.

Our ethical expectations are found in Holy Scripture, the University Mission Statement, the founding vision of George Pepperdine, and the University Affirmation Statement. Holy Scripture provides the ultimate source for our ethical standards, including the two great commands taught by Jesus: the duty to love God and love one’s neighbor as one’s self (Matthew 22:37–40).

In this spirit, we commit ourselves to the highest standards of ethical conduct. We act with integrity, we treat others with respect and dignity, we carefully steward the University’s resources, we avoid conflicts of interest or commitment, we maintain confidentiality, and we comply with legal and professional obligations. We are individually accountable for our own actions, and we are collectively accountable for upholding these standards of behavior and complying with all applicable laws, policies, standards, and regulations. While human and therefore fallible, we constantly strive to meet our ethical expectations. Moreover, because the Pepperdine community is composed of many distinct constituencies, we understand that, beyond the general ethical principles outlined in this document, we may be subject to additional rules of conduct specific to our respective roles within the community.

### Acting with Integrity

We seek to be people who are honorable, forthright, and upright at all times. Our commitment to integrity demands more than mere satisfaction of legal and ethical obligations, although we comply with the law and conform to the highest standards of ethical conduct. Our commitment to integrity means that we actively discern what is right from what is wrong, that what we do flows directly from who we are, that we seek consistency between our inner self and our outward conduct. We value people, we speak the truth, we have the courage of our convictions, and we keep our commitments. We do not condone any form of dishonesty—such as fraud, theft, cheating, or plagiarism—as described more specifically in student, faculty, and staff handbooks and policies.

### Treating Others with Respect and Dignity

Members of the community are committed to principles of equality and fairness. We follow the profound truth found in the Golden Rule, “In everything do to others as you would have them do to you” (Matthew 7:12).

We do not unlawfully discriminate on the basis of any status or condition protected by applicable federal or state law. Consistent with our affiliation with the Churches of Christ and our faith heritage, we do seek to hire and promote persons who support the goals and mission of the University, including, but not limited to, those who are members of the Churches of Christ.

We respect the inherent worth of each member of the community. We do not engage in any forms of harassment of others. Those in positions of authority, including administrators, supervisors, faculty members, and student leaders, exercise their authority fairly and appropriately.

Other expectations about how we treat others with respect and dignity can be found in University policies and in each school's faculty and student handbooks.

### **Stewarding the University's Resources**

We are good stewards of the University resources entrusted to us, and we prepare accurate and clear reports about those resources. University resources are reserved for business purposes on behalf of the University. We exercise reasonable judgment in the use of University resources, acting with care and prudence. We do not use University resources for personal gain.

We prepare correct and clear financial records and research reports. All entries in University books and accounts accurately reflect each transaction. In reporting on the University's resources, we do not hide, conceal, or mislead; and we promptly report such misconduct when it is discovered.

### **Avoiding Conflicts of Interest and Commitment**

We do not have direct or indirect interests or commitments, financial or otherwise, which conflict with the proper discharge of our duties to the University. The primary professional allegiance of all full-time employees lies with Pepperdine University and the advancement of its mission. We do not solicit or accept any gift, service, or favor that might reasonably influence the discharge of our duties or that we know or should know is being offered with the intent to influence our official conduct. We do not accept other employment or engage in business or professional activities outside of the University when such work might reasonably cause real or apparent conflicts of interest or conflicts of commitment. We do not transact business in our official capacity with any business entity of which we are an officer, agent, or member or in which we own a substantial interest without the explicit prior knowledge and approval of the appropriate senior University officer. We disclose potential conflicts of interest to the appropriate supervisor or officer as soon as possible after we realize that a conflict may have arisen. Additional information is located in the University conflicts of interest policy.

### **Maintaining Confidentiality**

We observe and respect the confidentiality rights of all other members of the community, and this duty continues even after we are no longer affiliated with

the University. This right of confidentiality applies to all academic, financial, health-related, personnel, or other non-public information protected either by law or by University policy. However, the right does not preclude the consensual release of information or the disclosure of information within the University when there is a legitimate need for its disclosure. E-mail or other uses of the University's computers or computer network are for business purposes and are not presumed confidential. Additional information is located in the University's Computer and Network Responsible Usage Policy.

### **Complying with Legal and Professional Obligations**

We comply with all state and federal laws and conform to the highest standards of professional conduct. We transact University business in compliance with all applicable laws, regulations, and University policies and procedures. We do not misrepresent our status or authority in our dealings with others. To the extent that we belong to professions that are governed by standards specific to the profession (such as attorneys, psychologists, or certified public accountants), we adhere to such professional standards. We conduct ourselves in accordance with professional principles for scholarly work, including upholding academic codes of conduct and professional standards for research.

### **Reporting Violations of the Code**

In order to maintain the integrity of the community, we report observed or suspected violations of this code of ethics with a spirit of fairness, honesty, and respect for the rights of others. Those who report alleged misconduct and those against whom allegations are reported are afforded all rights provided by University policies as well as all applicable state and federal laws. Those who are found to have violated this code will be subject to appropriate disciplinary action, up to and including expulsion, termination of employment, or termination of relationship. Information about reporting violations of this code may be found in the University policy "How to Report a Violation of the Code of Ethics."

### **Conclusion**

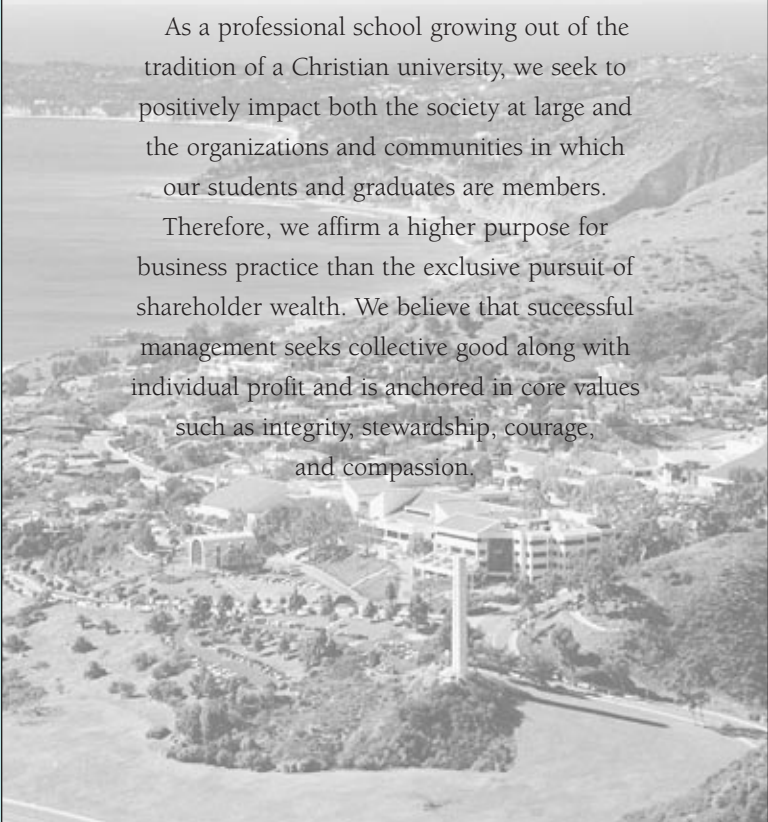
We are governed by an ethos of care and respect, virtues that transcend the provisions of this code. We are called to something greater and nobler than mere compliance with the law or a written code of ethics. We are called "to live a life worthy of the calling [we] have received . . . , bearing with one another in love" (Ephesians 4:1–2). We are called to "dedicate ourselves anew to the great cause of beautiful Christian living" (George Pepperdine's Dedicatory Address). We are called, ultimately, to lives of service (University Affirmation Statement). As the University motto instructs us: "Freely ye received, freely give."

## **The Graziadio School of Business and Management Mission Statement**

The mission of the George L. Graziadio School of Business and Management is to develop values-centered leaders for contemporary business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation.

As a professional school growing out of the tradition of a Christian university, we seek to positively impact both the society at large and the organizations and communities in which our students and graduates are members.

Therefore, we affirm a higher purpose for business practice than the exclusive pursuit of shareholder wealth. We believe that successful management seeks collective good along with individual profit and is anchored in core values such as integrity, stewardship, courage, and compassion.







THE GRAZIADIO  
SCHOOL OF  
BUSINESS AND  
MANAGEMENT  
GENERAL  
INFORMATION

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## Dean's Message

When you enroll in Pepperdine University's Graziadio School of Business and Management, you join a community dedicated to arming you with all the tools to be successful in your career, bring value to your professional relationships, and excel in the betterment of your life and the lives around you.

We develop values-centered business leaders for contemporary business practice. We help you achieve excellence through consistent and pervasive action. We prepare you to successfully align those actions with the core values of integrity, stewardship, compassion, and courage.

Our approach is hands-on, experiential, and results-oriented. Courses are taught from a global perspective by faculty who are skilled both in the classroom and in the business world. And as a result, you are better prepared to anticipate and lead change at all levels. You will not merely receive a business education you can implement today, you will become part of a worldwide alumni network of more than 30,000 professionals who are influencing business practice and who share your commitment to excellence.

A successful entrepreneur, George Pepperdine, founded the University at the depths of the Great Depression. His vision was to build an institution that would strengthen young adults for lives of purpose, service, and leadership. More than a half century later, George L. Graziadio, Jr., another successful entrepreneur and co-founder, chairman, and CEO of Imperial Bank, continued this entrepreneurial legacy through his generous endowment of the business school which now bears his name.

We honor their entrepreneurial spirit by delivering a learning experience that is relevant and practical in an ever-changing business environment. Earning your master's or bachelor's degree at the Graziadio School will challenge you, inspire you, and ultimately provide a lifetime of value for you and the organization that you lead.

Linda A. Livingstone  
*Dean*



Founded by the Malibu Graduate Business Society, the student government association for the Graziadio School's Full-Time MBA program, in association with the Entrepreneur Club, the annual business plan competition provides a forum for entrepreneurial ideas and ventures. Students from all of Pepperdine University's schools compete for cash prizes to finance the start-up of their ventures. Pictured here with Dean Linda Livingstone (right) are the first-place winners of the 2008 competition, Kimberly Foster and Mara Kamins, whose business plan aims to address California's nursing shortage through Nurse Education Web, a Web-based clinical practice reservation system for nursing schools.

## History of the Graziadio School of Business and Management

Established in 1969, the Pepperdine University School of Business and Management was one of the first schools in the nation, and the only one in Southern California, to design business programs specifically to meet the education needs of mid-career professionals and executives. Pepperdine's innovative model focuses on practical business application in small interactive classes that meet on evenings and weekends.

Over the course of its 39-year history, the business school has been shaped by its entrepreneurial heritage. George Pepperdine, who established the University, was a successful businessman who founded Western Auto Supply. In 1996, Pepperdine's business school was named the Graziadio School of Business and Management in honor of a generous endowment by entrepreneur and philanthropist George L. Graziadio, Jr., and his wife, Reva. The late Mr. Graziadio was the co-founder, chairman, and CEO of Imperial Bancorp.

Today the Graziadio School is one of the nation's largest AACSB-accredited business schools and boasts an alumni network of more than 30,000 business professionals worldwide. It has expanded its programs to provide education customized for individuals at every stage of professional development. The school offers five Master of Business Administration curricula designed to complement the business experience of full-time students, fully employed professionals, and executives. Additional degree programs include the Master of Science in Organization Development (MSOD); the Master of Science in Management and Leadership (MSML); the Master of Science in Global Business (MSGB); the Master of Science in Applied Finance (MSAF); and the Bachelor of Science in Management (BSM), which provides the upper-division courses to complete an undergraduate degree. Joint degree programs are offered with the School of Law, the School of Public Policy, and Seaver College; and nondegree executive education programs also are available.

### Accreditation

The Graziadio School is accredited by AACSB International—The Association to Advance Collegiate Schools of Business, 600 Emerson Road, Suite 300, St. Louis, Missouri 63141-6762; (314) 872-8481. Additionally, Pepperdine University is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC), 985 Atlantic Avenue, Suite 100, Alameda, California 94501; (510) 748-9001.

## Objectives and Teaching Philosophy

The Graziadio School focuses on the professional and personal development of business professionals, managers, and senior executives. The school's programs prepare individuals for leadership positions in a wide variety of industrial, educational, nonprofit, and other service organizations. The school views leadership as being applicable to all business and management endeavors that require management and stewardship of other resources toward the accomplishment of stated objectives at all levels of the organization.

Programs are organized from an integrated, interdisciplinary perspective. Individual courses emphasize themes of leadership, ethics, entrepreneurship, globalization, and innovation. Teaching and learning methodologies include lectures, case analyses, group discussion and debate, simulation exercises, student presentations, role playing, guest speakers, applied research/consulting projects, critical analyses, and team projects. A high degree of active student participation is required. Success is contingent upon students' competency in developing and practicing effective team skills.

Objectives include (1) familiarizing students with fundamental principles drawn from relevant theories that offer practical insights and solutions for solving business and managerial problems; (2) developing proficiency in identifying and analyzing problems and relating appropriate theory to practical situations; (3) promoting attitudes and competencies of intellectual curiosity and encouraging lifelong learning beyond completion of the degree program; and (4) aiding students in recognizing and developing the initiative, imagination, creativity, ethics, values, and judgment needed to function effectively as leaders and managers in complex organizational and business situations.

The fundamental teaching philosophy of the Graziadio School is to help students grow their knowledge base and learning abilities to become economically, socially, and environmentally responsible business leaders. In summary, the school's objective is to provide the student with enhanced competencies and values in the following areas:

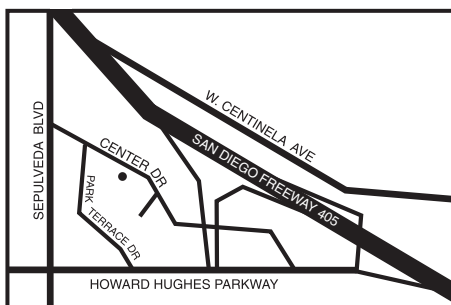
- Knowledge of contemporary business theory and practice; management roles and responsibilities; legal, social, political, economic, technological, and other environmental systems; ethics in business; and organizations, information, behavior, and other subordinate systems.
- Personal and professional self-awareness and attitudes toward peers, team members, subordinates, associates, and superiors.
- Skills in problem solving, planning, decision making, and other management functions; initiating, implementing, and adapting to change; communicating, both orally and in writing; improving interpersonal relations; and achieving results.

## Campus and Facilities

The Graziadio School of Business and Management is headquartered at the West Los Angeles Graduate Campus. Administrative offices for the full-time programs are on the Malibu campus. Library resources and academic computing support are provided throughout Pepperdine University. Graziadio School students attend classes on the Malibu campus and at each graduate campus or center.

### West Los Angeles Graduate Campus

6100 Center Drive  
Los Angeles, CA 90045  
(310) 568-5500



#### *From the north:*

Go south on the San Diego Freeway (405) and exit at Howard Hughes Parkway. From Howard Hughes Parkway, turn right onto Park Terrace Drive. Enter the parking structure from Park Terrace Drive. The entrance to the building is through the courtyard located on the street level. The Graziadio School is located on the fourth floor.

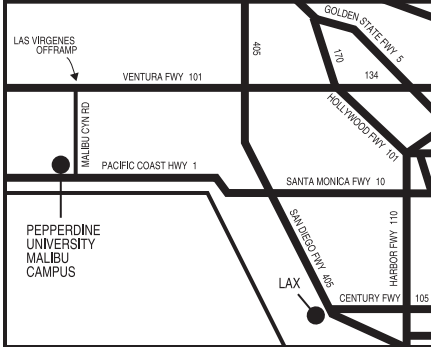
#### *From the south:*

Go north on the San Diego Freeway (405) and exit at Howard Hughes Parkway. From Howard Hughes Parkway, turn right onto Park Terrace Drive. Enter the parking structure from Park Terrace Drive. The entrance to the building is through the courtyard located on the street level. The Graziadio School is located on the fourth floor.



## Pepperdine University

24255 Pacific Coast Highway  
 Malibu, CA 90263-4392  
 (310) 506-4100



The main University campus is located at Pacific Coast Highway and Malibu Canyon Road.

The Full-Time Graduate Business Programs Office is located on the Drescher Graduate Campus in the Beckman Management Center.

*From Los Angeles and points south:*

Take the Santa Monica Freeway (10) west to Pacific Coast Highway (1) and proceed north to Malibu Canyon Road. Turn right and proceed to the Seaver Drive campus entrance.

*From the San Fernando Valley:*

Take the Ventura Freeway (101) to the Las Virgenes exit, Malibu Canyon Road, and proceed south toward Pacific Coast Highway. The Seaver Drive campus entrance is on the right just before Pacific Coast Highway.

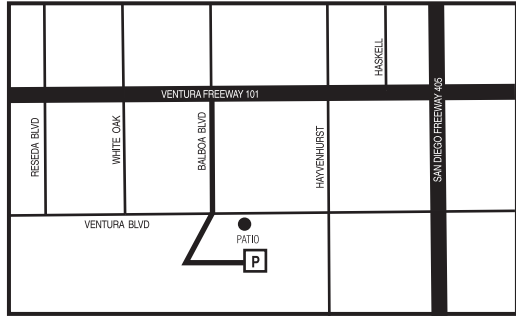
*From Ventura and points north:*

Take Pacific Coast Highway to Malibu Canyon Road, turn left on Malibu Canyon Road, and the Seaver Drive campus entrance is on the left.



**Encino  
Graduate Campus**

16830 Ventura Blvd.,  
Second Floor  
Encino, CA 91436  
(818) 501-1600



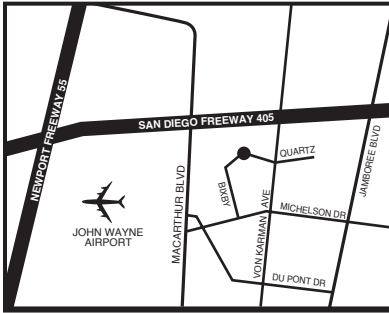
The Encino Graduate Campus is two miles west of the San Diego Freeway (405) and one mile south of the Ventura Freeway (101). The graduate campus is on the southeast corner of Balboa Boulevard and Ventura Boulevard.

Exit the Ventura Freeway (101) at Balboa Boulevard and drive south three-quarters of a mile. Cross Ventura Boulevard and make an immediate left into the driveway and parking garage.

Pass through the patio to the lobby and take the elevator to the second floor. Bring the parking ticket to be validated for a reduced fee.







### Irvine Graduate Campus

18111 Von Karman Avenue  
Irvine, CA 92612  
(949) 223-2500

The Irvine Graduate Campus is located east of the John Wayne Orange County Airport, at the intersection of Von Karman and the southbound San Diego Freeway (405). The center is on the second, third, and fourth floors of the Lakeshore Towers Building III in the Lakeshore Business Complex. Parking is provided in the adjacent seven-level structure.



*From all points north:*

Take the San Diego Freeway (405) south, exit at MacArthur Boulevard, and turn left. Turn left at the first light, which is Michelson. Turn left at Bixby; continue on this street to the stop sign, and turn right. The entrance to the parking structure is 200 feet on the right.

*From all points south:*

Take the San Diego Freeway (405) north, exit at Jamboree, and turn left. Turn right at the first light, which is Michelson. Turn right at Von Karman; immediately get into the center left turn lane. Turn left on Quartz, the entrance to the Lakeshore Towers Business Complex. Stay to the right at the fork in the road, make a left turn at the stop sign, and continue on to the parking structure entrance on the left.

AVE		AVE		AVE		AVE	
	<b>FOOTHILL FREEWAY 210</b>						
FAIR OAKS		LOS ROBLES		LAKE		HILL	
					WALNUT ST		
	ARROYO PKWY		COLORADO BLVD				
				●	DEL MAR AVE		
			CALIFORNIA BLVD				
S. FAIR OAKS AVE	110 FWY			S. LAKE AVE		S. HILL AVE	

### Pasadena Center

Pasadena Towers I  
 800 East Colorado Blvd.,  
 Suite 850  
 Pasadena, CA 91101  
 (626) 396-1647

The Pasadena Center is in Pasadena Towers I on the southwest corner of Lake Avenue and Colorado Boulevard.

*From the north, east, or west:* From the Foothill Freeway (210), take the Lake Avenue exit, and proceed south on Lake Avenue. Cross Colorado Boulevard and enter the parking structure on the right.

*From the south:* Take the Harbor Freeway (110) north to the end. Proceed north on Arroyo Parkway. Turn right on Colorado Boulevard, right on Lake Avenue, and right into the parking structure.

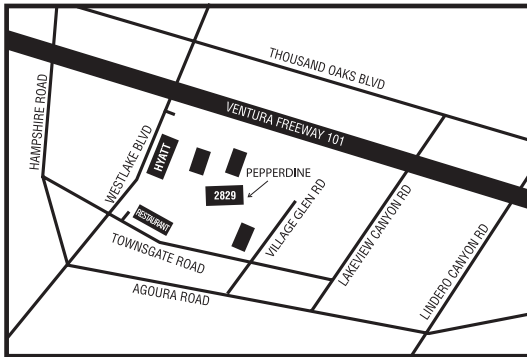


## Westlake Village Graduate Campus

2829 Townsgate Road, Suite 180

Westlake Village, CA 91361

(805) 449-1181



The Westlake Village Graduate Campus is located one block south of the Ventura Freeway (101), off Westlake Boulevard on Townsgate Road.

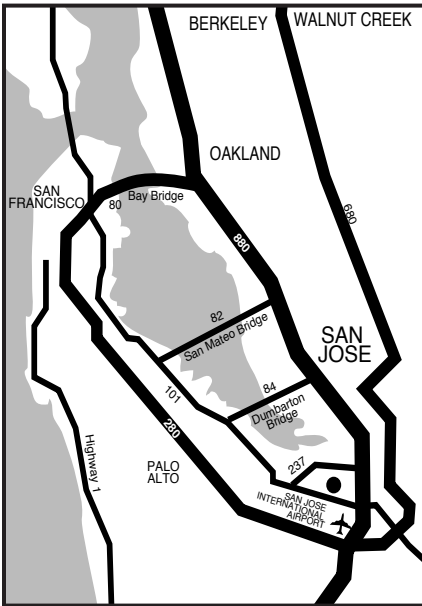
Exit the Ventura Freeway (101) at Westlake Boulevard. Proceed on Westlake Boulevard south to Townsgate Road. Turn left onto Townsgate Road. The first stoplight is Village Glen. Make a left on Village Glen into the parking area.

The Westlake Village Graduate Campus is located in the first three-story building on the left. Pepperdine University is displayed at the top of the 2829 building. Pepperdine is on the ground floor, suite 180; it is the first door on the left after entering the building. Parking is free.

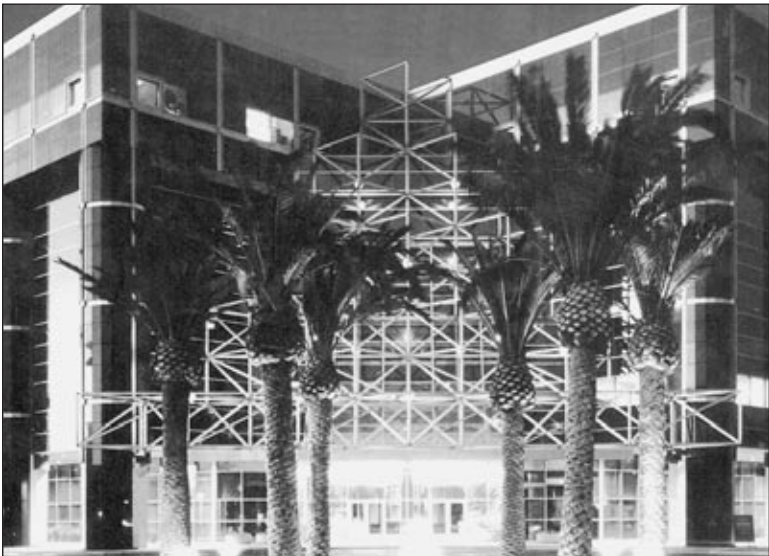


### The Silicon Valley Center

5201 Great America Parkway  
Santa Clara, CA 95054  
(408) 982-2595



Executive MBA classes meet at the Silicon Valley Center at Techmart. The center is conveniently located in Santa Clara on Great America Parkway, between Highways 101 and 237. The Westin Hotel and Santa Clara Convention Center are right next door, and the San Jose International Airport is only ten minutes away. Ample parking is available.



## STUDENT AND ACADEMIC SERVICES



*The Graziadio School provides a variety of student services—from new student orientation and program counseling to career services and job search assistance.*

## **Admission Counseling**

Prospective students may schedule a personal appointment with a representative of the appropriate program for initial academic counseling as well as advice regarding tuition payment options.

## **Academic and Administrative Counseling**

The Program Office serves as a main contact for students. From acceptance through graduation, Program Office personnel are available to provide counseling and assistance in all administrative and academic matters. Students on academic probation or restricted admission status may request, through their Program Office, special counseling by faculty members.

In keeping with Pepperdine's long-standing concern for students, Program Office representatives and faculty members make a concerted effort to be available at times convenient to students and to assist in answering questions and resolving problems connected with their course of study. Students are encouraged to call their Program Office or request a personal appointment whenever they have administrative or academic questions. Program Office telephone numbers are listed in the "Graziadio School of Business and Management Administration" section of this catalog.

## **Financial Aid Office**

The Graziadio School of Business and Management Financial Aid Office is located at the West Los Angeles Graduate Campus. The Financial Aid Office provides Graziadio School students with information on available financial aid and the appropriate type of aid for individual circumstances. The Financial Aid Office assists students with the required paperwork and processes financial aid applications for scholarships and grants as well as federal and private credit-based loans. Students are encouraged to contact the Financial Aid Office or request a personal appointment whenever they have financial assistance questions. Financial aid information also is available via the Internet at <http://bschool.pepperdine.edu/financialaid/>.

## **Office of International Student Services**

The Office of International Student Services (OISS) is located on the Malibu campus. The OISS issues the Form I-20, Certificate of Eligibility for Nonimmigrant (F-1) Student Status, to international students who have been granted admission to Pepperdine University. International students registering at Pepperdine University for the first time must report to the OISS in Malibu and consult with the designated school official to ensure compliance with government regulations. The OISS provides information seminars, publications, and counseling on immigration, employment authorization, tax requirements, and all other matters related to the students' nonimmigrant status in the United States. Health and

accident insurance coverage is mandatory for international students. For more information, call the OISS at (310) 506-4246.

## Veterans Services

Veterans are advised to consult the “Academic Policies” section of this catalog under “Information for Veterans.”

## Libraries

The Pepperdine community is served by four libraries and a small reference collection at the Encino Graduate Campus as well as the School of Law Library on the Malibu campus. University libraries include Payson Library and the Drescher Graduate Campus Library in Malibu, the West Los Angeles Graduate Campus Library, and the Irvine Graduate Campus Library. Library materials are listed in the online catalog, which is accessible within the libraries and from the University libraries' Web site at <http://library.pepperdine.edu/>. All circulating items in the Pepperdine libraries are available to all students and alumni and may be requested through the catalog for pickup at Malibu or at graduate campuses. For current Pepperdine students, a variety of electronic information, including journal articles, books, dissertations, and reference items, is available online. Reference librarians are available for research assistance during posted hours at Payson Library, Drescher Graduate Campus Library, West Los Angeles Graduate Campus Library, and the Irvine Graduate Campus Library. An e-mail reference service, Ask-A-Librarian, is also available through the University libraries' Web site. Additional information about University libraries may be found on the Web site at <http://library.pepperdine.edu/>.

## Information Technology Services

The Information Technology department provides a full range of technology services for Pepperdine University students. Each of the University's campuses features modern classrooms with digital projection and wireless Internet access as well as general-use computer labs that provide wired and wireless connectivity, fee-based black-and-white and color printing, photocopying, and access to a variety of mobile equipment such as projectors and laptops that may be reserved and checked out by University students.

Information Technology staff are available at each of the labs to provide technical assistance. In addition, students can call the IT Help Desk at (310) 506-HELP (4357), which provides technical support.

Students are required to abide by the Computer and Network Responsible Usage Policy as published on the Information Technology Web site. This policy and more detailed information about all of the Information Technology services are available at <http://www.pepperdine.edu/it/>.

## **e-Learning and Online Resources**

At the Graziadio School, e-learning and online resources are used to complement the rich, interactive, and personal classroom environment. Communication and media technologies enable students to collaborate with each other, their instructors, and industry leaders in a learning community uninhibited by distance or time just as occurs in real-world business communities. Using the Blackboard Learning and Content Management System, students and faculty share and track electronic documents and media, engage in synchronous and asynchronous online discussions and collaborations, take practice exams and quizzes, post and view grades, and more.

Using industry standard and emerging Web 2.0 desktop and application sharing with voice and video over IP (VOIP) technologies, students, faculty, and invited guests use their laptops to collaborate in "virtual teams" from class, home, and across the globe. Using classroom-based and high-quality video conferencing systems, students and faculty interactively participate in the same class session while being physically located at different campuses. Faculty also incorporate additional interactive and multimedia case studies, tutorials, and other learning modules from Harvard Business School and other top-tier developers of business content. With an unaltered goal to enhance, engage, and provide real-world experience, e-learning at the Graziadio School increasingly provides students with new learning and networking opportunities beyond the benefits reaped from traditional classroom settings.

## **Client Services—Graduate School Support**

Each graduate campus, except the Pasadena Center, has a mixture of computer classrooms and/or general use facilities equipped with Windows- and Apple-based computers, scanners, and printers. A user consultant staff member is available at each location. For more information, call (310) 568-5688.

## **Tech Central/Computer Store**

Tech Central is Pepperdine University's computer store and student support center, offering total technology support for students and technology purchasing support for students, faculty, and staff. Tech Central is located on the second floor of Payson Library, Malibu campus. Hours of operation are Monday through Friday, 9 a.m. to 9 p.m., and Saturday, 10 a.m. to 4 p.m. Tech Central may be contacted at (310) 506-4811 or by e-mail at [Tech.Central@pepperdine.edu](mailto:Tech.Central@pepperdine.edu).

Computer supplies, such as printer ink cartridges, CDs, DVDs, cables, flash drives, and security locks, are sold in the Malibu campus bookstore as well as online through Pepperdine University's preferred vendors at <http://www.pepperdine.edu/it/computerstore/>.



## **Bookstores**

Students enrolled in the Graziadio School of Business and Management may purchase all class textbooks and materials from the bookstores located at the West Los Angeles Graduate Campus, the Irvine Graduate Campus, or the Drescher Graduate Campus for students attending classes in Malibu. The West Los Angeles Graduate Campus bookstore provides a variety of services to ensure optimum convenience for students. Textbook orders can be placed online at [www.efollett.com](http://www.efollett.com). The bookstores also offer a selection of office supplies, reference books, and other convenience items.

## **Athletic Facilities**

Students possessing valid Pepperdine student ID cards may use the fully equipped athletic facilities at the Malibu campus during specified times. These facilities include tennis courts, pool, track and field, and the gym, which contains an exercise room.

## **Travel Agency**

The University has a full-service travel agency located at the Malibu campus. Any registered student may use the service and make travel arrangements in person or by telephone. The travel agency may be reached at (310) 506-4562 or e-mail [corniche@pepperdine.edu](mailto:corniche@pepperdine.edu) for further information.

## **Career Services**

The Office of Alumni and Career Services supports student job search and career enhancement efforts. Services include access to a career coach, subscription to a bi-weekly electronic newsletter, online career assessment, online resources for resume and cover letter writing, interviewing information, and more. Students are encouraged to participate in networking events and workshops. To access resources and receive job listings and announcements about career-related events, students must register on Graziadio Talent Online at <http://bschool.pepperdine.edu/gto>.

## **Alumni Services and Advancement**

All graduates of Pepperdine University automatically become members of the Pepperdine University Alumni Association. Through its board, the Alumni Association promotes communication and interaction among the University, alumni, students, and faculty. Benefits include access to the alumni online directory, lifetime e-mail, and use of facilities at all Pepperdine campuses. Library benefits include online database access, borrowing privileges, and in-person consulting. Additionally, alumni and students can join Management Partners, the premier professional networking association of the Graziadio

School. Each Management Partner gains access to regional alumni events that feature CEOs and business leaders, networking, and career opportunities. For more information, visit <http://bschool.pepperdine.edu/alumni/>.

## **Beta Gamma Sigma Honor Society**

The Pepperdine University chapter of Beta Gamma Sigma encourages and honors academic achievement in the study of business and personal and professional excellence in the practice of business. Membership in Beta Gamma Sigma, the only business honor society recognized by AACSB International—The Association to Advance Collegiate Schools of Business, is the highest recognition a business student can receive in an undergraduate or master's business program accredited by AACSB. Students achieving high academic excellence will be invited to join. The first national honor society in business, founded in 1913, Beta Gamma Sigma currently has more than 425,000 members nationwide. Information on membership is available through the Program Office.

## **Student Health Center**

The Student Health Center is located on the Malibu campus at the northwest corner of the Rho parking lot on Towers Road. The center provides a wide variety of services similar to any family practice office, including care for respiratory problems, sports medicine, injuries, women's and men's health issues, dermatology, etc. The center also administers immunization and travel medicine programs. All information reported at the center is confidential and kept as part of students' health records. The Health Insurance Portability and Accountability Act (HIPAA) protects disclosure of health information.

The purpose of the center is to promote the good health of students through diagnosis of illness and injury, treatment, education, and consultation. It operates on the model of an ambulatory health clinic during regular business hours. The staff of the center includes registered nurses, physician assistants, board-certified physicians, a certified massage therapist, and administrative staff. Students accessing care will be charged for service for each visit. Follow-up visits are charged based on the complexity of the service provided. Additional charges may include lab work, prescriptions, and specialty services. All charges are kept as low as possible, encouraging full access to healthcare for all students. The fees are charged to the student's account or they can be paid at the time of service. A receipt will be provided to the patient at every visit. Patients may submit receipts to their insurance company for reimbursement.

All undergraduate and international students must be enrolled in a health insurance program. Pepperdine has affordable plans. For more information, visit the Student Health Center Web site at [www.pepperdine.edu/healthcenter/](http://www.pepperdine.edu/healthcenter/).

Graduate students need to update their immunization status. All international students are required to meet the American College Health Association and the Centers for Disease Control and Prevention in Atlanta, Georgia, immunization

standards. Proof of compliance with these standards must be provided prior to enrollment. These standards are: Tetanus/Diphtheria (booster within ten years); M.M.R.—Measles, Mumps, Rubella (two doses required); TB skin test (PPD) within the past year; Hepatitis B vaccine series of three; and the Meningococcal (Menomune) vaccine (for those students under the age of 25). For more information regarding these immunizations, students should contact their health provider or the Student Health Center at (310) 506-4316. Students also may visit the center's Web site at [www.pepperdine.edu/healthcenter/](http://www.pepperdine.edu/healthcenter/).

The center offers a 24-hour toll-free confidential nursing advice line, PEP-RN On Call, staffed by registered nurses at (800) 413-0848. Students are encouraged to use the service to make decisions about health concerns and the type of care they should seek.

The center sees patients by appointment only Monday through Friday, 8 a.m. to 5 p.m. Appointments may be made by calling (310) 506-4316. In case of a medical emergency, students should call Public Safety at (310) 506-4441.

## Health Insurance

Health, accident, and hospital insurance is available to and required of all Pepperdine students. Enrollment is open at the beginning of each trimester. Enrollment forms are available from the Student Health Center on the Malibu campus and at each graduate campus. The health insurance coordinator on the Malibu campus may be contacted at (310) 506-4830 for further information. Students are advised to read the "Student Health Insurance Policy" in the "Legal Notices" section of this catalog.

## Psychological and Educational Clinic

The Pepperdine University Psychological and Educational Clinic is located at the West Los Angeles Graduate Campus. The clinic provides comprehensive psychological services to the general community as well as to Pepperdine University students and staff. Psychological services offered include psychological assessment; vocational evaluation and counseling; individual, couple, and family therapy; and educational therapy. Services are provided by clinical psychology doctoral students, under the supervision of licensed psychologists. Fees for services are based upon a sliding scale determined by yearly income and number of dependents. A special discounted fee of \$15 per therapy session is available for Pepperdine students. All services are confidential, with extra measures taken to protect the privacy of Pepperdine students and staff members. For further information about clinic services or to make an initial appointment, call (310) 568-5752.

## **Alcohol and Drug Counseling**

Confidential counseling and treatment are available to students who have problems related to alcohol or drugs. Details are included in the “Student Assistance” section of the “Substance Abuse Policy.”

## **Assistance for Students with Disabilities**

Pepperdine University is committed to complying with all mandates set forth in Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Students with disabilities requesting accommodations should contact the University’s Disability Services Office (DSO) before their academic program begins. Upon verification of the student’s disability, the DSO will work with each student on a case-by-case basis to determine appropriate accommodations while maintaining academic integrity of the courses. Students should expect a two-week time frame in which the documentation and accommodation request will be reviewed. If the documentation is incomplete and/or does not meet the DSO guidelines, students will be required to submit complete documentation before accommodations may be granted.

Students who are registered with the DSO will receive accommodation letters to provide faculty verifying their accommodations. Students must request accommodations each semester through the submission of a completed Service Request Form.

Inquiries should be addressed to the director of disability services at (310) 506-6500. For further information regarding documentation guidelines, office forms, and resources for students, visit the DSO Web site at [www.pepperdine.edu/disabilityservices/](http://www.pepperdine.edu/disabilityservices/).







## ACADEMIC PROGRAMS

◀ *The Graziadio School of Business and Management offers a range of programs for students at all levels of experience, from those beginning their careers to senior executives.*

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## ACADEMIC PROGRAMS OFFERED

### PROGRAMS FOR FULLY EMPLOYED STUDENTS

#### *Undergraduate Degree Program*

##### **BACHELOR OF SCIENCE IN MANAGEMENT (BSM)**

A 60-unit concentration in upper-division business courses designed for employed professionals.

Page 42

#### *Joint Degree Program*

##### **JOINT BACHELOR OF SCIENCE IN MANAGEMENT AND MASTER OF BUSINESS ADMINISTRATION (MBAJ)**

Designed exclusively for BSM graduates who have excelled in their course work, this joint MBA degree requires 30 units of graduate work.

Page 59

#### *Graduate Degree Programs*

##### **MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP (MSML)**

Designed to develop managerial and leadership skills within a values-centered framework.

Page 73

##### **FULLY EMPLOYED MASTER OF BUSINESS ADMINISTRATION (MBFE)**

Designed to provide mid-career professionals with general management capabilities.

Page 82

##### **MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT (MSOD)**

Designed for managers and other professionals involved in organization change and development.

Page 101

#### *Executive Graduate Degree Programs*

##### **EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)**

Designed to provide mid- to senior-level executives with a framework for strategic management.

Page 110

##### **MASTER OF BUSINESS ADMINISTRATION FOR PRESIDENTS AND KEY EXECUTIVES (P/KE)**

Designed for senior executives and entrepreneurs, focusing on strategic issues facing senior management.

Page 125



## ACADEMIC PROGRAMS OFFERED

### PROGRAMS FOR FULL-TIME STUDENTS

#### *Graduate Degree Programs*

##### **MASTER OF BUSINESS ADMINISTRATION (MBAR)**

Designed to prepare students for managerial leadership roles, offering concentrations in Finance, Marketing, Entrepreneurial Management, Leadership and Managing Organizational Change, or Dispute Resolution.\*

Page 137

##### **INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION (IMBA)**

Designed to prepare students to succeed in the global marketplace; the second year includes a study abroad trimester.\*

Page 137

##### **FIVE-YEAR BACHELOR OF SCIENCE AND MASTER OF BUSINESS ADMINISTRATION (BS/MBA) OR BACHELOR OF SCIENCE AND INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION (BS/IMBA)**

Joint program of the Graziadio School and Seaver College requiring five years of full-time study.\*

Page 137

##### **JOINT JURIS DOCTOR AND MASTER OF BUSINESS ADMINISTRATION (JD/MBA)**

A joint program of the Graziadio School and the School of Law requiring four years of full-time study.\*

Page 137

##### **JOINT MASTER OF BUSINESS ADMINISTRATION AND MASTER OF PUBLIC POLICY (MBA/MPP)**

A three-year joint program of the Graziadio School and the School of Public Policy that emphasizes leadership, policy design, and institutional change.\*

Page 137

##### **MASTER OF SCIENCE IN GLOBAL BUSINESS (MSGB)**

Designed to provide students with the foundation of business knowledge and skills necessary for positions in global business.\*

Page 137

##### **MASTER OF SCIENCE IN APPLIED FINANCE (MSAF)**

A 12-month program designed to prepare students for entry-level positions in finance.\*

Page 137

*\*Classes are held on the Malibu campus.*

### CORPORATE AND EXECUTIVE EDUCATION

Nondegree executive education programs offered throughout the year at Pepperdine and corporate facilities provide short-term courses for business professionals and alumni.

Page 207

## BACHELOR OF SCIENCE IN MANAGEMENT



*Team projects enable Bachelor of Science in Management students to gain knowledge and practical skills that can be implemented at work.*

The Bachelor of Science in Management (BSM) degree is designed to provide a very rigorous yet practical education to experienced business professionals by integrating theory with business practice. Readings and group discussions are related to the students' work experience and career goals. This emphasis allows the theory examined in the classroom to be applied in the workplace. In this way, career education is combined with a broad academic perspective.

The BSM program is a 60-unit concentration in upper-division business courses aimed at students with some organizational experience who are committed to enhancing their professional knowledge and skills. It consists of experiential, collaborative, and pragmatic learning processes that are designed to help students become more effective members of organizations. The program familiarizes students with the dynamics of the free market; the core concepts of business; and the impacts of globalization, technology, and diversity on the future workplace. The program develops students' understanding of organizational processes and the importance of managing existing and new information. It builds their self-confidence and skills in the areas of communication, informed decision making, leadership, and team building. The program places a strong emphasis on values and ethical conduct.

The BSM program has set the following educational objectives:

- Enhance students' communication skills so that they are more effective in their organizational roles.
- Enhance students' skills both as participants in and leaders of work teams.
- Develop students' skills in creative problem solving and informed decision making.
- Develop students' analytical skills for assembling, organizing, and utilizing information to meet situational demands.
- Increase students' understanding of the global environment as it affects their workplaces.
- Incorporate ethical considerations into decision making.

Classes in the BSM program meet on weeknights from 6 p.m. to 10 p.m. or on weekends. Most of the two-unit courses are offered in the weekend mode, which can consist of three Saturday sessions or a combination of Friday evenings and Saturdays. Four-unit courses are offered on weekends occasionally.

Ordinarily, during the first trimester of study, all members of the class participate in a mandatory weekend communication and personal development workshop. One purpose of the workshop is to build a cohesive learning team for the class group. The workshop is a live-in experience, and participants are not permitted to return home overnight. Students are responsible for their own room and board.

## Study Abroad Program

BSM students have an opportunity to travel abroad when enrolling in Contemporary Business. At the end of each trimester, courses will be offered at some of the following locations: the University of Oxford's Kellogg College in England; Universiteit Antwerpen Management School in Belgium; Hong Kong University of Science and Technology in Hong Kong, China; Rouen School of Management in France; IAE—Universidad Austral in Buenos Aires, Argentina; in the Czech Republic, facilitated by International Study Programs, Prague; in Shanghai, China; Welingkar Institute of Management Development and Research in Mumbai, India; and in Hungary, facilitated by International Study Programs, Budapest. Each course will cover global enterprise management in a one-week segment.

## Admission Requirements for the BSM

Students applying to the BSM program must have completed a minimum of 60 transferable semester units with an acceptable grade point average from an accredited college or university or from approved sources prior to application. These transfer units must fulfill at least 45 units of general studies requirements including English composition and mathematics. Students should be employed on a full-time basis and have significant prior work experience in order to relate to the other students and the material covered in the course.

The admission decision is based on past academic performance as measured by grade point average, completed transferable course work, work experience, an essay, and an interview. Applicants who meet all admission requirements and have a grade point average of 2.5 or above will be considered for early acceptance.

The application packet contains instructions for properly completing the admission process. Applications may be obtained from the Graziadio School Corporate and External Relations Office, from Pepperdine University graduate campuses, or at the Graziadio School Web site: <http://bschool.pepperdine.edu/>.

The following are requirements for admission to the BSM program:

1. A completed Application for Admission form along with a \$45 check for the nonrefundable application fee made payable to Pepperdine University must be submitted. All applications should be mailed directly to the Graziadio School Admission Office.
2. A completed Employment Information form with a typewritten goal statement, as specified, must be sent to the Graziadio School Admission Office. The goal statement should address present employment as well as prior significant work experience.

3. Official transcripts from all colleges and universities attended are required. All official transcripts should be mailed directly by the registrar to the Graziadio School Admission Office. Transcripts must show all course work and grades from all colleges or universities.
4. An acceptable score on the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English. Arrangements may be made to have scores on the TOEFL sent directly to the Office of International Student Services, Pepperdine University, Malibu, California 90263-4392. For an application to take this test, write TOEFL, Box 6151, Princeton, New Jersey, USA 08541-6151, or register online at [www.TOEFL.com](http://www.TOEFL.com).
5. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission will be confirmed by a letter from the associate dean.

## **Degree Requirements for the BSM**

A minimum of 128 semester units with an overall "C" (2.0) average is required for the bachelor's degree. A "C" (2.0) average is required for the work taken in the major at Pepperdine University, for all work completed at Pepperdine University, and for all work in the cumulative record (entire college record, including work at other colleges).

## **Transfer of Undergraduate Credit**

Students will receive advanced standing according to the number of acceptable semester units previously completed. Credit received on a basis other than the semester unit will be converted to the semester system.

Generally, a summary of credits will be prepared only after the admission file is complete and the applicant has been accepted.

After enrollment in the Graziadio School, students should receive advance approval to take further work at other universities to be transferred toward general studies requirements.

## General Studies Requirements

General studies requirements must be met by work transferred to the Graziadio School. Students must complete a total of 45 semester units in the general studies area. A student may not transfer more than four units of physical education to fulfill general studies requirements. Sixteen units of College-Level Examination Program (CLEP)/DANTE credit taken in subject examinations with a score of 50 or higher will be accepted toward general studies requirements. CLEP/DANTE credit cannot be granted in any area where the student has equivalent course credit.

The following areas must be included in the general studies requirements:

1. English Composition (3 semester units). Students must complete a course in English composition prior to application for admission and have official transcripts filed in the Graziadio School Admission Office.
2. Social Science (12 semester units—minimum of four courses). Students must take one course in United States history or American government. The remaining units may be completed with courses in subject areas such as economics, history, political science, psychology, or sociology. Lower-division courses in microeconomics and macroeconomics are strongly recommended as preparation for the BSM program.
3. Humanities and/or Fine Arts (9 semester units—minimum of three courses). Students may meet this requirement by taking courses in subject areas such as art, music, speech, English, religion, foreign language, or history.
4. Natural Science (3 semester units). Students may meet this requirement by completing a course in a subject area such as natural science, physical science, or life science. A lab is not required.
5. Mathematics (3 semester units). Students may meet this requirement by taking a college-level mathematics course. Examples of mathematics subjects include algebra, geometry, trigonometry, or calculus. Students must complete this course prior to application for admission and have official transcripts filed in the Graziadio School Admission Office.

## Electives

To complete the minimum total of 128 semester units required for the bachelor's degree, students may choose elective courses from any area of study from an accredited college or university. Electives also may be taken in any of the general studies areas in addition to the courses taken to meet the general studies requirements. Students may submit for approval credit obtained in the following ways:

1. Extension Credit—A maximum of 15 semester units in extension and/or correspondence study from regionally accredited colleges may be submitted for transfer. If these units are not acceptable for general studies requirements, Pepperdine University may accept them for electives.
2. CLEP/DANTE Examinations—In addition to the maximum of 16 units of general education credit, 16 units of elective credit will be accepted toward electives for the bachelor's degree. Subject examinations with a score of 50 or higher are acceptable to fulfill general studies requirements. General CLEP examinations with satisfactory scores (500 or higher prior to July 2001, 50 or higher with computer-based testing beginning July 2001) will be acceptable for elective credit. Four units of credit may be granted for each acceptable general examination and four units of credit for each acceptable subject examination. CLEP/DANTE credit cannot be granted in any area where the student has equivalent course credit.
3. Military Experience Credit—The following will be given as lower-division elective credit when the proper form is submitted:
  - Enlisted—6 units
  - Warrant Officer—9 units
  - Commissioned Officer—12 unitsUnits will be given in no more than one of the above categories. Veterans must submit form DD214 and active-duty military personnel must submit form DD295.
4. Military Service Schools—Credit is granted for military schools and courses recommended for credit by the American Council on Education. Courses for which credit is granted must be equivalent to Pepperdine University program offerings. Credit will be given when form DD295 is submitted.
5. Assessment of Prior Learning (APL) Credit—APL is college credit which may be granted for prior learning acquired on the job or through self-study, in-service training, trade or private schools, self-employment, and home or community experience. A maximum of 30 semester units of APL credit from regionally accredited colleges may be submitted for transfer. If these units are not acceptable for general studies requirements, Pepperdine University may accept them for electives.

## Course Requirements for the BSM

The BSM program requires 60 units of course work, 12 four-unit courses and 6 two-unit courses.

### Required Four-Unit Courses

BSM 468	Organizational Behavior .....	(4)
BSM 469	Managerial Economics .....	(4)
BSM 470	Legal Environment of Business .....	(4)
BSM 471	Statistical Methods and Research Design .....	(4)
BSM 472	Accounting .....	(4)
BSM 473	Marketing Management .....	(4)
BSM 474	Managerial Finance .....	(4)
BSM 475	Production and Operations Management .....	(4)
BSM 477	National Economic Markets .....	(4)
BSM 478	International Business .....	(4)
BSM 479	Business Strategy .....	(4)
BSM 490	Information Systems for Business and Management .....	(4)

### Required Two-Unit Courses

BSM 480	Critical Thinking and Managerial Problem Solving .....	(2)
BSM 482	Business Ethics .....	(2)
BSM 483	Managing Diversity in Organizations .....	(2)
BSM 484*	Contemporary Business Issues .....	(2)
<b>or</b>		
BSM 485*	Contemporary Business Issues .....	(2)
BSM 491	Managing Organizations .....	(2)

\* These requirements may be fulfilled by completing two sections of BSM 484 or BSM 485.

BSM 59X courses, when offered, may be substituted for BSM 484 or BSM 485 Contemporary Business Issues. Eligible courses include the following:

BSM 590	Advanced Topics: Accounting .....	(2)
BSM 591	Advanced Topics: Economics .....	(2)
BSM 592	Advanced Topics: Finance .....	(2)
BSM 593	Advanced Topics: Law .....	(2)



## BSM Curriculum Recommended Sequence

TRIMESTER 1	TRIMESTER 2	TRIMESTER 3
BSM 468 Organizational Behavior (4)	BSM 469 Managerial Economics (4)	BSM 474 Managerial Finance (4)
BSM 471 Statistical Methods and Research Design (4)	BSM 472 Accounting (4)	BSM 470 Legal Environment of Business (4)
BSM 480 Critical Thinking and Managerial Problem Solving (2)	BSM 482 Business Ethics (2)	BSM 483 Managing Diversity in Organizations (2)
TRIMESTER 4	TRIMESTER 5	TRIMESTER 6
BSM 473 Marketing Management (4)	BSM 490 Information Systems for Business and Management (4)	BSM 478 International Business (4)
BSM 477 National Economic Markets (4)	BSM 475 Production and Operations Management (4)	BSM 479 Business Strategy (4)
BSM 491 Managing Organizations (2)	BSM 484/485* Contemporary Business Issues (2)	BSM 484/485* Contemporary Business Issues (2)

*Note: Students who elect to take less than a full course load (10 units) are encouraged to follow the recommended sequence as closely as possible.*

*\*BSM 59X courses, when offered, may be substituted for BSM 484 or BSM 485 Contemporary Business Issues.*

## Course Waiver

Upon approval, up to four courses may be waived based upon previously completed courses, excluding BSM 468 Organizational Behavior and BSM 479 Business Strategy. Upper-division courses of comparable scope and units may be submitted for consideration of waiver. Core courses in Accounting, Economics, Information Systems, Production and Operations Management and Statistical Methods may be waived if at least two acceptable upper- or lower-division courses of equivalent course content in related subjects have been completed.

Courses to be considered for waiver must be taken within the past seven years. Only courses in which grades of “B” or better were earned will be considered.

Students requesting waiver of course work must submit a written request along with transcripts, university course catalog descriptions, and other information (for example, syllabus and book list) to the Program Office for faculty review as to adequacy and currency.



*Maintaining small classes is one of the core values at Pepperdine. Pictured with her class is Dr. Gwendolyn Whitfield, assistant professor of strategy.*

## Course Load

Because the BSM program is designed for full-time working adults, the maximum course load is ten units per trimester. Under special circumstances, students wishing to take additional units for a maximum of one trimester may petition the Program Committee for approval.

The following restrictions apply:

- Students with general studies course work not completed prior to or during their first trimester of enrollment will not be able to register for more than six units for the second trimester and thereafter until all lower-division requirements are completed and transcripts submitted. This will help to ensure that adequate time is available to complete lower-division requirements.
- Students will not be permitted to register for BSM 479 Business Strategy until all lower-division requirements are completed, regardless of course load. Transcripts must be submitted prior to the online registration period.
- Students on academic probation will not be allowed to register for more than six units until the probationary status has been removed.
- Students who receive the grade of “I” for any course will have the number of units for that course subtracted from the maximum course load for any subsequent trimester until requirements for the “I” grade are completed.

## Standards and Measurements of Achievement for BSM Students

A minimum grade point average of 2.0 (“C”) for all college work, for work taken at Pepperdine University, and for work done in the major is required for the bachelor’s degree.

At the end of each trimester, the Program Committee reviews the record of any undergraduate student earning less than a 2.0 grade point average. Any student falling below the 2.0 grade point average during the trimester may be subject to academic probation or academic dismissal. Students placed on academic probation are informed of any conditions for removing the probationary status. Cumulative and Pepperdine University averages of at least 2.0 must be earned to clear probation.

Students are subject to academic dismissal for the following reasons:

- Earning a grade of “C-” or lower during a trimester in which a student is on probation.
- Completing eight units with the grade of “F” at any time in the program.
- Failure to meet the stated conditions of probation.
- Failure to achieve a cumulative, major, and Pepperdine University grade point average of 2.0.

Students receiving veterans' benefits should consult the "Academic Policies" section of this catalog for "Information for Veterans" concerning standards of progress for veterans.

## Repeating Courses

Required courses for which a student earns a grade of "F" or "WF" must be repeated within two trimesters. When repeating a course for which a grade of "C-" or lower was earned, both grades are calculated in the grade point average, but the units count only once toward graduation. Courses for which a student earns a grade of "C" or better may be repeated but will not be calculated in the grade point average or the unit total.

## Graduation Requirements

Students must complete all lower-division requirements and submit all official documents prior to filing the Intent to Graduate form. Students who do not fulfill all lower-division and program graduation requirements cannot attend graduation ceremonies until the outstanding requirements are met.

## Graduation Honors

Students who achieve a grade point average of 3.5 in their entire undergraduate career, their work in residence, and their major are graduated *cum laude*; those with a 3.7 average in each category are graduated *magna cum laude*; and those with a 3.9 average in each category are graduated *summa cum laude*. Students completing the BSM program with only their major grade point average at 3.5 or above will be recognized on their transcripts as attaining the Dean's Honor Roll. Students must provide the Office of Student Information and Services (Registrar's Office) with official transcripts showing completion of all lower-division course work to be recognized for honors.

## Undergraduate Registration in Graduate Courses

An undergraduate student enrolled in Pepperdine University who is within nine units of graduation may be permitted to enroll in courses for graduate credit. However, before the last trimester of undergraduate work, the student must submit a program to the program chairperson and a petition to the associate dean for approval of the program. If the graduate study is in a different division than the undergraduate work, the student also must obtain approval from the chairperson of the appropriate program of graduate study. (Graduate credit will not be permitted for work that is required for the bachelor's degree.) To be admitted to a graduate program, the student must file an application and meet the admission requirements. The applicant will be notified in writing concerning the petition and admission.

## Policy Exceptions

Any exceptions to the policies provided in this catalog must be presented to the Program Office for approval by the appropriate academic channels. Petitions must be made within two trimesters of completion of the course work on which the petition focuses.



*Pepperdine University is committed to providing a student-centered learning environment.*

## Course Descriptions for the BSM

### **BSM 468. Organizational Behavior (4)**

This course includes the study of personal, interpersonal, small group, and organizational behavior, with emphasis on managing people. Topics include leadership, communication, ethics, group dynamics, decision making, self-awareness, motivation, perception, influence, learning, and the management of change and conflicts. Class dynamics serve as significant examples for understanding organizational behavior.

A weekend, live-in communication workshop assists students in obtaining a more accurate understanding of their patterns of communicating and relating to others. Students failing to complete the communication workshop with the course of record will not be permitted to continue in the course. The student is responsible for the cost of room and board for the weekend. BSM 468 ordinarily is taken during the first trimester.

### **BSM 469. Managerial Economics (4)**

This course analyzes the economics of the enterprise (its production, revenues, costs, and profits in relation to the business environment); examines industrial organization in terms of market structure, conduct, and performance as it relates to competition and anti-competitive practices; and considers the similarities and differences of resource allocation in the private versus the public sectors.

### **BSM 470. Legal Environment of Business (4)**

The study of the legal environment of business includes analysis of the development and function of common and mercantile law with attention to domestic and global concerns as they influence the political, regulatory, and judicial process. Emphasis is given to the legal rights, duties, and ethical responsibilities of business, while addressing basic issues such as, but not limited to, business organization and operation, agency, real and personal property, product and service liability, contracts, sales, bailments, insurance, and financial instruments.

### **BSM 471. Statistical Methods and Research Design (4)**

This course provides the student with the understanding and skills necessary to conduct business research programs and projects. Specific areas covered include descriptive and inferential statistics (data organization, measures of central tendency and dispersion, hypothesis testing, and both parametric and nonparametric statistical testing) and research design (questionnaire design, sampling methods, concepts and measures of reliability and validity, and data collection and interpretation). During the course, the student is expected to propose, design, and execute a business management research project.

### **BSM 472. Accounting (4)**

This course defines the nature and purpose of accounting and includes measurement of income, underlying assumptions, flow of funds, and analysis of performance. Also studied are basic internal information needs of modern organizations for planning and control; characteristics of alternative cost systems and factors in their design, marginal analysis, responsibility accounting, and

interpretation; and use of accounting, financial, and other data for management decisions. Particular emphasis is placed on applying the tools of accounting, cost control systems, and budgeting.

**BSM 473. Marketing Management (4)**

Major marketing methods, institutions, and practices are surveyed in this course. It includes analysis of market structure, environment, demand characteristics, and market strategy; product research and development; and distribution alternatives, promotional programs, and pricing decisions.

**BSM 474. Managerial Finance (4)**

This course examines the financial function of the firm, including raising capital, allocating capital, and deciding the capital structure of the firm. The course also examines the firm's working capital decisions and financial markets. Prerequisites: BSM 471 Statistical Methods and Research Design and BSM 472 Accounting.

**BSM 475. Production and Operations Management (4)**

This course provides an evolving survey of effective operations management concepts and techniques in manufacturing and service industries. Designed to position operations in a strategic perspective, concepts include quality management, materials management, process and product selection, facility and job design, and planning. Analytical techniques used to evaluate opportunities based on cost, quality, time, and flexibility include forecasting, capacity analysis, inventory control, statistical process control, aggregate planning, scheduling, and project management. This course focuses on the application of these concepts rather than the theoretical proofs of specific techniques. Prerequisite: BSM 471 Statistical Methods and Research Design.

**BSM 477. National Economic Markets (4)**

The focus of this course is on the analysis of national income, interest rates, monetary and fiscal policy, inflation, and business cycles. It relates money, capital, and financial futures markets and the marginal efficiency of investment to business decisions. The emphasis is on providing an understanding of the macroeconomic environment in which business firms operate. Prerequisite: BSM 469 Managerial Economics.

**BSM 478. International Business (4)**

This course provides an overview of the essential elements of international business. To conduct business globally, managers need to know what makes international business different from domestic business. Areas of focus will include the major theories explaining international business transactions, the social and cultural effects of doing business in a different country, and general operating concerns. The course will be presented from the real-world manager's perspective. Prerequisite: BSM 477 National Economic Markets.

**BSM 479. Business Strategy (4)**

This capstone course effectively introduces students to the responsibilities of the top management of an enterprise. Integrating most of what has been covered in the entire program, the course helps students to conduct strategic analyses and make strategic decisions and puts special emphasis on their ability to defend

the recommendations they make. The course may use a variety of experiential methods, including case studies, a strategic project on a real company, and competitive strategy simulations, to help students improve their decision-making skills. Prerequisites: BSM 473 Marketing Management and BSM 474 Managerial Finance. This course must be taken during the last trimester.

#### **BSM 480. Critical Thinking and Managerial Problem Solving (2)**

This course will be taught from a critical thinking perspective that emphasizes a disciplined process of conceptualizing, applying, analyzing, synthesizing, and evaluating the information presented in a business problem. Intellectual values such as clarity, accuracy, precision, consistency, relevance, soundness of evidence, depth, breadth, and fairness will be emphasized as suitable criteria for decision analysis and implementation. Similar to parts of speech, elements or parts of thought include purpose, problem, assumptions, concepts, empirical grounding, reasoning leading to conclusions, implications and consequences, alternative viewpoints, and frame of reference.

#### **BSM 482. Business Ethics (2)**

This course explores ethical decision making in a society with changing values and an increasing international interdependence. It stresses the development and application of moral and ethical concepts to practical cases and ethical dilemmas management faces. It develops an awareness of the ethical, social, and environmental implications and consequences of managerial decisions involved in managing a firm's relationship with society, its marketplace, and employees. Special attention is given to the question: To what extent should corporations exercise social responsibility?

#### **BSM 483. Managing Diversity in Organizations (2)**

This seminar exposes students to the personal and organizational implications of increasing workforce diversity. The seminar aims to (1) explore the complex dynamics of ethnic, racial, and gender diversity in organizations as seen from the vantage point of social science and organizational studies and (2) examine the managerial implications of increasing cultural diversity in organizations. In accomplishing the former, the current state of theory, research, and application is explored in several thematic areas, including (1) the nature or character of diversity in organizations and (2) the dynamics of ethnic, racial, and gender diversity in organizations. In pursuit of the latter, the seminar examines the orientations to diversity adopted by organizations, the correlates of these approaches, and the possibilities for organizational change. Throughout the exploration of these issues, the emphasis will be on developing greater understanding of issues, problems, and opportunities posed by greater cultural diversity within the United States workforce.

#### **BSM 484 or 485. Contemporary Business Issues (2)**

This course will cover pertinent contemporary issues and is fulfilled by completing one section of BSM 484, or BSM 485, or BSM 59X Advanced Topics. Examples of topics include environmental law, leadership, creative problem solving, managing customer satisfaction, human relations, and global enterprise management. Advanced topic courses in accounting, economics,



finance, and law may be taken for Contemporary Business Issues credit when available. Contemporary Business Issues credits also may be earned by attending the Study Abroad program (BSM 485). Prerequisites may be required for some of the topics. Course descriptions will be made available through the BSM Program Office.

#### **BSM 490. Information Systems for Business and Management (4)**

This course will provide an understanding of information systems and their use in achieving strategic advantage in business practice. In this regard, this class will explore the technology itself, focusing on the primary business application of this technology, what problems it can address, and the organizational importance of these systems for remaining competitive in a global economy. Students will become familiar with the wide range of business processes that must be managed effectively for success. The class will demonstrate the many types of information systems supporting business processes and the specific ways they can improve responsiveness and productivity for particular processes. Specific attention will focus on the pitfalls of information systems in both application and implementation. In addition, students will be required to apply information systems to decision making in critical areas during this course.

#### **BSM 491. Managing Organizations (2)**

The emphasis of this course is on the planning (strategic management processes), decision making, organizing, and control functions of organization managers. To be explored in depth are the evolution of the field of management theory and practice; the impact of organizational environments on the internal functioning of the firm; processes of strategic management, in particular the key task of determining the organization's purpose and the consequent processes entailed in planning for goal accomplishment; the factors that influence the choice of an organization's overall structural arrangements; strategies and tactics for managing change and development; and the several forms of control systems and processes that serve as feedback on progress toward goal attainment and as the basis for corrective action. The course will extend the coverage of the functions and principles of management earlier addressed in the curriculum, with an examination of the functions of planning, organizing, and controlling from a "macro" perspective, i.e., from the perspective of the organization as a whole.

#### **BSM 590. Advanced Topics: Accounting (2)**

This course discusses advanced managerial and financial accounting topics. Topics covered will include activity-based costing, capital budgeting, costs relevant to decision making, business combinations, and consolidated financial statements in addition to a variety of pertinent current developments. Prerequisite: BSM 472 Accounting.

#### **BSM 591. Advanced Topics: Economics (2)**

This course deals with economic theories and social philosophies underlying contemporary issues and policies. The course covers the problems of inflation, unemployment, fiscal and monetary policy, financial markets, productivity, and economic progress. Prerequisite: BSM 477 National Economic Markets.

**BSM 592. Advanced Topics: Finance (2)**

This course examines advanced financial decisions of the firm, including raising capital, allocating capital, and deciding the capital structure of the firm. This course also examines the firm's working capital decisions and financial markets. Prerequisite: BSM 474 Managerial Finance.

**BSM 593. Advanced Topics: Law (2)**

This course develops a student's fundamental philosophy of rights, duties, and ethical responsibilities regarding law. Critical thinking skills are emphasized in discussions on the legal, political, and regulatory systems as they relate to business. Prerequisite: BSM 470 Legal Environment of Business.

**BSM 599. Undergraduate Directed Studies**

Directed study is based on guided reading and independent research, supervised by one member of the faculty.

## JOINT BACHELOR OF SCIENCE IN MANAGEMENT AND MASTER OF BUSINESS ADMINISTRATION



*BSM graduates who have excelled in their course work can earn an MBA degree by completing an additional 30 units of graduate work in the Joint Bachelor of Science in Management and Master of Business Administration program.*

The Joint Bachelor of Science in Management and Master of Business Administration (MBAJ) program is for students who have completed the BSM degree requirements, who have achieved distinction in their BSM course work, and who want to pursue an MBA degree. The MBAJ program consists of a total of 90 units—a minimum of 60 completed at the BSM level and a minimum of 30 completed at the MBA level, thus eliminating up to 22 units of MBA core course work. At the MBA level, students take four advanced topics courses: Accounting, Economics, Finance, and Law (two units each). They also take the business strategy course for four units and the integration in business operations course. The remainder of their MBA program is completed with electives. This eliminates duplication in core course work that students have mastered in the bachelor's program. Students also have the option of taking some of the advanced topics courses (two two-unit advanced topics courses for a total of four units) during their BSM program that may count toward the BSM degree. If they take this option, they then take additional electives at the MBA level to reach the minimum of 30 MBA units.

The program meets the following objectives for students' learning:

- To expand the knowledge base in business by selecting electives in the areas of leadership, global business, finance, entrepreneurship, dispute resolution, and general business.
- To continue to build or enhance critical thinking skills, especially in the application of theories to practice.
- To continue improvement in oral and written communication skills so students can persuasively and professionally articulate their thinking.
- To further enhance their effectiveness as value-based managers and leaders of teams of people in the local and global environment.

The program includes 21–25 units of electives, depending on previous course work, allowing students to pursue different emphasis tracks. This format offers a solid core of business knowledge as well as the freedom for both students and faculty to explore areas of study and curriculum development that reflect the changing nature of the business environment.

## Study Abroad Program

Two units of credit may be earned by attending one of the Global Enterprise Management courses (MBA 661A–Z) offered at the University of Oxford's Kellogg College in England; Universiteit Antwerpen Management School in Belgium; Hong Kong University of Science and Technology in Hong Kong, China; Rouen School of Management in France; IAE–Universidad Austral in Buenos Aires, Argentina; in the Czech Republic, facilitated by International Student Programs at Charles University, Prague; in Shanghai, China; and in Mumbai, India. Two of these courses may be taken to make up a four-unit elective. Each two-unit course is offered for a one-week period at the end of each trimester.

In addition, students may spend a trimester abroad as a full-time student at one of the Graziadio School international partner business schools. Upon approval by the appropriate academic discipline(s), up to 12 units of course work of comparable scope and content may be taken at the international partner school to satisfy elective requirements. Students will enroll at the Graziadio School in the appropriate number of "MBA Study Abroad" course units. When the courses are completed at the international partner university, their course designation will be added to the enrolment record so that they will appear on the student's transcript. These courses will be graded credit or no credit only.

## **Admission Requirements for the MBAJ Program**

1. To be considered eligible for admission to the MBAJ program, a student must have earned a 3.3 or higher grade point average in the Graziadio School's BSM program in one of two situations:
  - Graduated with a BSM degree from the Graziadio School no more than five years prior to the term of attendance. Alumni who meet the minimum eligibility requirements listed below should contact the Program Office.
  - Currently admitted to and have completed 30 or more units of the Graziadio School's BSM program and have no outstanding lower-division course work. Students must apply during their fourth term (or after 30 units) to take advantage of this program.
2. A minimum of three years of acceptable work experience is required.
3. A minimum grade of "B" is required in each BSM course for which the equivalent MBFE core course is waived through the MBAJ program. Students who have not achieved this minimum "B" grade in the BSM course will be required to complete the equivalent MBFE core course in addition to the normal course requirements of the MBAJ program.
4. A completed Application for Admission form must be submitted to the Graziadio School Admission Office.
5. A letter of recommendation from a supervisor or an employer must be sent to the Graziadio School Admission Office.
6. Two letters of recommendation from full-time Graziadio School faculty members must be sent to the Graziadio School Admission Office.
7. A completed Employment Information form with typewritten essays, as specified, must be submitted with the application.

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to ensure that all necessary documents are on file by published deadlines for admission. Admission will be confirmed by a letter from the associate dean.

## MBAJ Course Load

The Joint BSM/MBA program is designed for full-time working students. Accordingly, the maximum course load per trimester has been established as eight units (exclusive of workshops and integration modules). Students on academic probation will be limited to no more than four units until removed from probationary status.

Students may take more than eight units only if they have maintained a 3.5 grade point average and have completed two 600-level MBA courses at the Graziadio School. A request to take ten units must be approved prior to the start of the trimester. Approval of the request to take a course overload does not guarantee course availability and registration.

## Course Requirements for the MBAJ

The Joint BSM/MBA program curriculum is comprised of 30 units, including the business strategy course, MBFE 659; the integration in business operations course, MBFE 670c; and up to 25 units of MBA elective courses. The program may be completed within 16 months if eight units are taken during the first three 15-week trimesters and six units taken the last term. Prerequisites specified for each course must be met. Four two-unit transition courses, MBAJ 590, 591, 592, and 593, must be taken within the first two terms of attendance. They are considered prerequisites to participating in the remainder of the program. These courses are replaced by elective units if taken as BSM 590, 591, 592, or 593. Not all courses will be provided at all graduate campuses each term.

MBAJ 590*	Advanced Topics: Accounting.....	(2)
MBAJ 591*	Advanced Topics: Economics.....	(2)
MBAJ 592*	Advanced Topics: Finance.....	(2)
MBAJ 593*	Advanced Topics: Law.....	(2)
MBA XXX**	MBA Electives.....	(17)
MBFE 659	Strategic Management..... (Must be taken during the last trimester)	(4)
MBFE 670c	Integration in Business Operations: Strategic Management ...	(1)

*\*If MBAJ Advanced Topics 590, 591, 592, or 593 were taken as BSM 590, 591, 592, or 593, additional MBA electives will be taken.*

*\*\*A maximum of 17 units may be taken in the emphasis area. Once the 17 units are completed, electives must be selected in unrelated topics from either the General Business Administration or any other emphasis area.*

## MBAJ Elective Emphases

The Joint BSM/MBA program allows students to choose among six sets of elective emphases: General Business Administration, Leadership and Managing Organizational Change, Entrepreneurship, Global Business, Finance, Dispute Resolution, or Marketing. Emphases consist of 12 units of course work.

### General Business Administration

A General Business Administration emphasis allows for a general selection of any 12 units of MBA electives. Elective courses may be four units or two units each. Studies need not focus on any particular discipline.

### Leadership and Managing Organizational Change

#### Required Course

MBA 640      Advanced Principles of Organizations and Leadership ..... (4)

#### Elective Courses

Eight units are to be selected from the following courses:

MBA 665      Cross-Cultural Management ..... (2)

MBA 672      Organizational Dynamics and Managing Change ..... (4)

MBA 684      Business Negotiation and the Resolution of Conflict ..... (4)

MBA 688      Creativity and Innovation for Leadership ..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

### Entrepreneurship

#### Required Courses

MBA 697      Entrepreneurship ..... (4)

MBA 695      The Business Plan ..... (4)

#### Elective Courses

MBA XXX      Additional Electives ..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

### Global Business

#### Required Course

MBA 698      Global and Macroeconomic Environment ..... (4)

#### Elective Courses

Eight units are to be selected from the following courses:

MBA 616      Global Capital Markets and Institutions ..... (4)

MBA 665      Cross-Cultural Management ..... (2)

MBA 683      International Marketing Management ..... (4)

MBA 692      International Business Law and Its Environment ..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

## Finance

### Elective Courses

Twelve units are to be selected from the following courses:

MBA 600	Business Analysis with Financial Statements .....	(2)
MBA 601	Financing Small Business .....	(2)
MBA 616	Global Capital Markets and Institutions .....	(4)
MBA 617	Valuation and Corporate Combinations .....	(4)
MBA 618	Investments and Portfolio Management .....	(4)

## Dispute Resolution

### Required Courses

MBA 684	Business Negotiation and the Resolution of Conflict .....	(4)
	Six required units from the Straus Institute:	
	Mediation Seminar .....	(2)
	Arbitration Course (one of three) .....	(2)
	Interviewing and Counseling .....	(2)

### Elective Course

One elective course from the Straus Institute .....

(2)

*MBA students who complete an additional elective at the Straus Institute that would not count toward their MBA degree also would be awarded a Certificate in Dispute Resolution from the Straus Institute.*

## Marketing

### Required Courses

MBFE 620	Services Marketing .....	(2)
MBFE 621	New Product Innovation .....	(2)
MBFE 622	Marketing Communications .....	(2)
MBFE 623	Strategic Issues in Marketing .....	(2)
MBFE 624	Marketing Consulting: Education to Business .....	(4)

## Standards and Measurements of Achievement for MBAJ Students

A grade point average of 3.5 must be maintained in the Advanced Topics (MBAJ 590 series) courses. If a 3.5 average is not maintained, admission to the MBAJ program may be revoked or additional courses may be required to be taken as part of the MBAJ curriculum, at the discretion of the MBAJ Admission Committee.

A student must maintain a cumulative grade point average of at least 3.0 throughout the program. All course grades assigned in the MBAJ program are entered on the student's official transcript and counted toward the cumulative grade point average. A grade lower than "C-" earned in an elective course must be made up by repeating any elective course. If a grade lower than "C-" is earned



in MBFE 659 Strategic Management, a core course, the course must be repeated before the student will be allowed to graduate. In cases where a course has been repeated, both course grades earned remain on the transcript and count toward the cumulative grade point average.

Students' academic records are reviewed at the end of each trimester. If a student's grade point average falls below 3.0, the student is placed on academic probation. While on probation, students will be limited to enrollment in one course. Students placed on academic probation shall be informed of any conditions for removing the probationary status.

Because students must maintain a minimum grade point average of 3.0 to graduate with an MBA degree, attention to the grade point average is of concern throughout the student's enrollment. A student is subject to academic dismissal for any of the following deficiencies:

- Failure to earn a grade point average of 3.5 in the Advanced Topics (MBAJ 590 series) courses.
- Failure to achieve a cumulative grade point average of 3.0.
- Earning a grade of "B" or lower during a trimester in which a student is on probation.
- Earning a grade lower than "B-" in more than two courses.
- Earning a grade lower than "D" in any course.

## Policy Exceptions

Any exceptions to academic policies provided in this catalog must be presented to the Program Office for approval by the appropriate academic channels. Petitions must be made within two trimesters of completion of the course work on which the petition focuses.

## Course Descriptions for the MBAJ

### Core Courses

#### **MBAJ 590. Advanced Topics: Accounting (2)**

This course discusses advanced managerial and financial accounting topics. Topics covered will include activity-based costing, capital budgeting, costs relevant to decision making, business combinations, and consolidated financial statements in addition to a variety of pertinent current developments.

#### **MBAJ 591. Advanced Topics: Economics (2)**

This course deals with economic theories and social philosophies underlying contemporary issues and policies. The course covers the problems of inflation, unemployment, fiscal and monetary policy, financial markets, productivity, and economic progress.

#### **MBAJ 592. Advanced Topics: Finance (2)**

This course examines advanced financial decisions of the firm, including raising capital, allocating capital, and deciding the capital structure of the firm. This course also examines the firm's working capital decisions and financial markets.

#### **MBAJ 593. Advanced Topics: Law (2)**

This course develops a student's fundamental philosophy of rights, duties, and ethical responsibilities regarding law. Critical thinking skills are emphasized in discussions on the legal, political, and regulatory systems as they relate to business.

#### **MBFE 659. Strategic Management (4)**

This capstone course examines the running of an enterprise from the chief executive officer's point of view. It is designed to help students conduct external and internal assessments of an organization, identify its key strategic issues, identify and choose from alternative strategies, and defend those decisions. In addition, the course illuminates the interplay between organizational structure, design, human resources, culture, technology, and the global environment. This knowledge gives the student the foundation for understanding and managing change. In summary, students learn to conduct a strategic analysis, make sound strategic decisions, and implement strategic change. The course is integrative of all prior subject matter. A variety of experiential methods are used, including case studies and a strategic project on an existing company. This course is taken during the last trimester of the program.

Students are required to participate in the one-unit business-decision simulation, MBFE 670c Integration in Business Operations: Strategic Management, during this last trimester. The workshop provides students with the opportunity to develop and implement a strategic plan over time and to apply a variety of tools and concepts acquired throughout the program.

#### **MBFE 670c Integration in Business Operations: Strategic Management (1)**

This integration course covers all core courses and the focus is on integrated strategic management. This course is taken in conjunction with MBFE 659 Strategic Management. This course is graded credit or no credit.

## Elective Courses

### **MBA 600. Business Analysis with Financial Statements (2)**

This course examines the viability of the firm and its strategies within the framework of accounting rules and conventions. Methods of credit analysis, securities analysis, and performance analysis will be developed. Developing financial models for investment decisions also will be stressed using various forecasting techniques. These models and principles are applied, in conjunction with information from financial markets, to a variety of managerial decisions including firm valuation, credit scoring and bond ratings, distress prediction, and determining value-enhancing capital structures and financing choices. Prerequisites: MBAJ 590 Advanced Topics: Accounting and MBAJ 592 Advanced Topics: Finance.

### **MBA 601. Financing Small Business (2)**

This course addresses issues related to financing small business enterprises and entrepreneurial ventures. Various sources of financing are examined: commercial banks, venture capital, angels, and government financing. In addition, collateralizing the firm's assets for financing, such as inventory and receivables financing, equipment financing, and real estate financing, is discussed. The Initial Public Offer (IPO) process is examined as a means for emerging enterprises to access public capital markets. A major focus of the course is developing pro forma financial statements as part of an effective business plan which will foster adequate and appropriate entity planning and valuation and enable the entrepreneur to secure financing for the enterprise. Prerequisites: MBAJ 590 Advanced Topics: Accounting and MBAJ 592 Advanced Topics: Finance.

### **MBA 616. Global Capital Markets and Institutions (4)**

This course examines the operations of financial markets and financial institutions in allocating capital in an international macroeconomic environment. A major focus will be on debt contracts and securities and on innovations in credit and money markets. Specific topics include history of the international financial system, foreign exchange and exchange rate determination, the balance of payments, open economy macroeconomics, corporate financing in international capital markets, and hedging and arbitrage. The functions of financial intermediaries and regulation also are discussed.

### **MBA 617. Valuation and Corporate Combinations (4)**

This course examines methods for measuring and managing the value of companies. Valuation methodologies studied include discounted cash flows, discounted abnormal earnings, comparables, liquidation, replacement cost, and book value. These methodologies are applied to investment decisions related to control transactions. Among the transactions studied are mergers, acquisitions, hostile takeovers, going private transactions (MBOs and LBOs), asset restructuring, and voluntary and involuntary liquidation. Methods for creating takeover defenses also are developed. The influences of the legal and regulatory environment as well as competition in input and product markets are considered in developing a framework for understanding merger waves and industry consolidation.

**MBA 618. Investments and Portfolio Management (4)**

This course establishes the foundations for analysis of optimal security selection, examines procedures for constructing investment portfolios, and considers strategies that investors can employ to meet various alternative investment objectives. The full scope of the investment management opportunities is considered by examination of investment across all classes of securities (equities, fixed-income instruments, real estate, derivatives, etc.) in both domestic and foreign markets. Selection of individual investments is discussed within the context of portfolio creation, target returns, and risk tolerance and management. Core concepts in this course include measures of risk, diversification and risk management, expected returns and covariance of returns between securities, and the tax implications associated with various asset classes.

**MBA 640. Advanced Principles of Organizations and Leadership (4)**

This course examines the interactions among human resources, technologies, organization design, external forces, and management practices from a macro-organization perspective. Study concentrates on organizations as systems and managerial, technical, structural, and cultural subsystems as they relate to the broader environment. The course also examines the concepts of system design, work design, and management theory.

**MBA 661A–Z Global Enterprise Management (2)**

Hosted by partner schools abroad, Global Enterprise Management focuses on critical aspects of doing business in the global economy. The course consists of lectures by distinguished faculty members of the partner schools and recognized experts from companies and research centers on a variety of contemporary business issues. The course involves a series of seminars covering such topics as international economics, culture, marketing, finance, and political and legal context. Some programs also include field visits to internationally recognized companies or organizations in the region for a hands-on look at business opportunities and management strategies. Also included is a study tour of important historical sites. The tour provides an important backdrop of culture and history that flavors the nation's experience.

**MBA 665. Cross-Cultural Management (2)**

This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to “learn culture” using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations, and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

**MBA 672. Organizational Dynamics and Managing Change (4)**

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. This course deals with how

to manage changes by looking at strategy, organization design and processes, and multi-organizational systems. Theories and practice of change management, which deal with the individual, group, inter-group, and organizational levels, are discussed. Methods for diagnosing organizations and designing interventions that will increase an organization's effectiveness are explored. Specific topics include traditional and contemporary approaches to change management, organization learning, consulting skills, and organization development.

#### **MBA 683. International Marketing Management (4)**

After reviewing the elements of marketing strategy and implementation, this course explores how similarities and differences in the global environment affect those elements. It explores the strategic issues of and tools for assessing potential, segmenting, targeting, and entering global markets. Mechanisms such as countertrade, time sharing, and appropriate technologies are explored as means for prospering in lesser-developed economies. It then goes on to consider the implications of standardized versus adaptive approaches for the 4-Ps. Central to the course is the development of sensitivity to the ethical and pragmatic issues in operating across multiple cultures.

#### **MBA 684. Business Negotiation and the Resolution of Conflict (4)**

This course addresses the dynamics of conflict, including techniques for its avoidance as well as alternative avenues of resolution should it occur. Communication and decision making will be studied, with attention to various methods of resolving disputes other than traditional litigation. Students will identify useful negotiation and conflict-avoidance procedures and implement them in practical exercises. Class discussion, simulation, role playing, and research methods will be used as part of understanding how the various procedures apply. Students will negotiate, mediate, arbitrate, and argue issues in a variety of circumstances including the litigation environment.

#### **MBA 688. Creativity and Innovation for Leadership (4)**

Business leaders must respond to such contemporary realities as the information explosion, intense competition, accelerated social and technological change, fresh expectations from new generations, and ever-higher customer demands. Therefore, contemporary leaders must be more creative and innovative. This course focuses on imagination and invention ("creativity") and on the productive results of such processes ("innovation"). To enhance business problem solving and effective leadership, students will integrate a dozen linear methods with a dozen nonlinear, imaginative tools.

#### **MBA 691. Environmental Law (4)**

At the completion of this course, the student will be competent to understand the broad application of major environmental regulation as it relates to business, giving proper attention to statutory detail; gain an understanding of the legally sensitive environmental issues and current trends of which business managers should be aware; take preventative steps to effectively avoid exposing oneself or one's company to liability; utilize corporate or outside counsel to the greatest advantage; recognize and understand the diversity of contemporary environmental law, the separate classification of statutes,

the manner in which the courts interpret and apply them, and methods of remaining knowledgeable with regard to important changes; and recognize the role of various administrative agencies in application and interpretation of environmental regulation. Prerequisite: MBAJ 593 Advanced Topics: Law.

**MBA 692. International Business Law and Its Environment (4)**

This course develops competency in the broad aspects of the integration of the various legal systems of the world into an international legal system and the application of that international system to society in general and business in particular. The student will be able to recognize, identify, and apply legal and analytical methods and principles important to business and work transactions, relationships, and projections dealing with the international trade environment; grasp the legal aspects of the subtleties of legal terminology and varying applications in the world of international business; utilize and select internationally qualified legal representation to the greatest advantage; understand the relative legal purposes and advantages of various forms of business organization in the international environment; apply learned analytic skills to effectively avoid conflict or liability in achieving contractual and other international business goals; and recognize the influence of U.S. law in international business activities. Prerequisite: MBAJ 593 Advanced Topics: Law.

**MBA 694. Leadership: Great Leaders, Great Literature (4)**

Leadership is one of the most studied and least understood human behaviors. Yet, leadership is critical for organizational success—especially in the hyper-competitive, global world. What is leadership? Who has it? Where does leadership come from? Does it differ by culture? What are the theories of leadership? Do leaders differ from managers? How might the student become a more effective leader? The objective of this course is to prepare individuals to better understand, accept, and assume leadership roles in increasingly competitive, globalized, multicultural, multi-values organizations by (1) understanding the significant theories, models, and concepts of leadership; (2) analyzing and understanding their unique leadership style; (3) developing, refining, and articulating their individual philosophy of leadership; and (4) examining and considering the values and ethical issues associated with leadership.

**MBA 695. The Business Plan (4)**

This course is designed for students actively developing an entrepreneurial plan. This is a limited residency course with class meetings based on the needs of the plan author(s). Classroom time will be complemented by extensive use of the Internet for research and interaction with assigned faculty. Prerequisite: MBA 697 Entrepreneurship.

**MBA 696. Employment Law (4)**

In recent years, unions have diminished in power and importance and a new and expanding array of federal and state statutes, regulations, and cases have developed which drastically affect employer-employee relations. Therefore, in addition to covering the law on labor unions and labor-management relations, this course also will cover laws, regulations, and cases regarding discrimination

based on race, gender, age, color, national origin, religion, and handicap (including affirmative action and sexual harassment); workers compensation and safety laws, employment-at-will, and wrongful discharge; and laws relating to employee policy. The focus of this course is how these laws affect both managers and employees in business in the United States. The goal of this course is to provide a practical overview of the often complex and challenging field of labor and employment law. It is designed to provide a useful survey of the issues and problems in employment law today for all students who intend to be employers, managers, supervisors, or employees. Prerequisite: MBAJ 593 Advanced Topics: Law.

#### **MBA 697. Entrepreneurship (4)**

This course will examine the nature of entrepreneurship, the factors for success in venture creation and growth, and the pitfalls that increase the likelihood of failure. Students will apply the most current and rigorous research in entrepreneurship by translating it into specific tools for new venture planning and implementation. Each participant will apply the subject matter being covered by selecting and pursuing a project, which requires the planning of a new venture or the study of an ongoing one. Prerequisites: MBAJ 590 Advanced Topics: Accounting, MBAJ 591 Advanced Topics: Economics, and MBAJ 592 Advanced Topics: Finance.

#### **MBA 698. Global and Macroeconomic Environment (4)**

This course deals with macroeconomic issues and applications as they affect contemporary business decision making. It covers, from a domestic and global perspective, such topics as price stability, unemployment, monetary and fiscal policies, capital markets, and business cycles. The course also addresses the fundamentals of international economics and business, with emphasis on political, social, and cultural forces from an economic point of view. International trade and finance are also of concern. A key objective of the course is to support the student's understanding of how the external macro/global economic environment can pose opportunities and threats to firms. Prerequisites: MBAJ 590 Advanced Topics: Accounting and MBAJ 591 Advanced Topics: Economics.

#### **MBFE 620. Services Marketing (2)**

This course will be an examination of the special challenges of managing the marketing function in organizations whose product mix contains services. Special attention will be given to developing an understanding of the integrative nature of the marketing, operations, and human resource management functions in service organizations. This emphasis will be highlighted by the use of a computer-based simulation that requires students to manage a service organization.

#### **MBFE 621. New Product Innovation (2)**

This course is designed to help students deepen their understanding of new product innovation and management. In the course the student will assume the role of a product manager in identifying, developing, and commercializing new products through cases, businesses currently in the news, a team project, and readings. The course will seek to develop students' critical thinking,

decision-making skills, and creativity as needed to develop and launch a successful new product.

#### **MBFE 622. Marketing Communications (2)**

This course is designed to introduce to or reacquaint the student with the subject of marketing communication. The emphasis in this course will be on the role of the integrated marketing communications (IMC) program in both building and maintaining the brand image and health of an organization. Attention will be given to the various IMC tools used in contemporary marketing including advertising, direct marketing, Internet and interactive marketing, sales promotion, publicity and public relations, personal selling, and internal marketing efforts. The student will study the process by which IMC programs are planned, developed, and executed. Class members will be required to develop a unique IMC portfolio for this course by investigating and generating a series of deliverables including internal memos, press releases, a creative brief, a budget analysis, and a promotional strategy for a business entity (either product- or service-based).

#### **MBFE 623. Strategic Issues in Marketing (2)**

This course is designed as an integrating and updating marketing course to give students an exposure to and familiarity with current and salient issues in contemporary marketing. It will analyze and wrestle with key issues and dilemmas that marketers will face today and in the future such as the changing role of marketing within the corporation, the importance of ethical and socially responsible marketing, the character of marketing within a climate (culture) of diversity, global marketing, the role of quality and service in competitiveness, and other areas of strategic importance. The objectives of the course will be achieved through an in-depth study of significant literature and readings as well as exposure to recent developments in marketing.

#### **MBFE 624. Marketing Consulting: Education to Business (4)**

Underscoring the Graziadio School of Business and Management's focus on "practical and relevant," this course is designed to provide students with real work experience in marketing consulting by integrating and applying core curriculum concepts as they work directly with company executives to resolve an actual business issue in the classroom. Under faculty supervision, the class, working in teams, will complete a marketing consulting project (Education to Business) for an assigned company secured by the Graziadio School. Teams will interact with company management as they analyze the company issue and/or opportunity, gather information, and develop recommendations for action. Students will gain real-life insights in a practical, applied setting that the students can utilize in their career development.



## MASTER OF SCIENCE IN MANAGEMENT AND LEADERSHIP



*The MSML program is designed to help functional and technical specialists develop managerial and leadership skills.*

The Master of Science in Management and Leadership (MSML) degree provides a graduate academic learning experience designed to develop managerial and leadership skills within a values-centered framework. The degree program provides an opportunity for functional and technical specialists to acquire knowledge and develop competencies to allow for successful transition to effective front-line supervisors, functional managers, and team leaders in 21st century organizations. In addition to understanding and applying contemporary management and leadership theories, students also will create a personal development plan, receive individual leadership coaching, complete a service-leadership project in the community, and undertake an applied consulting project in a client organization.

Four learning objectives are central to the MSML curriculum:

- Increase self-awareness and personal understanding
- Develop strong working knowledge of managerial and leadership capabilities in a values-centered framework
- Develop competency in managing people and teams within public/private organizations
- Increase multicultural competencies

This four-trimester, 36-unit program utilizes a leadership and systems theory orientation to the expansion of management and leadership capacities. Concepts from organization theory and the behavioral sciences—such as enhanced self-awareness, group dynamics, organization and work design, and culture—provide the foundation for the development of advanced knowledge and skills, including improved managerial and leadership influence and impact and multicultural competency. Emphasis is placed on the application of these concepts to current issues facing organizational managers, such as increasing influence, alignment, conflict management, systems thinking, team, productivity improvement, and overall organizational performance. The first session is a weekend integrative workshop that creates a collaborative learning environment among the students as they complete strategic learning contracts and form anchor groups. The short integrative workshops in trimesters three and four focus on team and organization systems. Systems learning is used to revisit the learning plans and implement an “Education to Community” Service Project (E2C) which forms the basis of an E2C Capstone Project.

Courses are offered through evening, weekend, integrative workshops, and short-residential modes that provide a highly interactive learning environment. This four-trimester program is designed to be completed in 16 months. The integrative workshop courses are completed in the anchor groups, and students will have the flexibility to vary the pace of the program, even though a cohort format is encouraged. Courses are offered at the West Los Angeles and Irvine graduate campuses.

Course work can be applied to waive 9 units from the Fully Employed MBA core courses and 12 units from the elective requirements for the Leadership and Managing Organizational Change emphasis.

## Admission Requirements for the MSML

The MSML application process is intended to ensure a good fit between the program's objectives and the applicant's experience, qualifications, and potential. Each applicant is assessed as a whole person; no single criterion controls the admission decision.

The admission process is initiated by submitting a completed MSML application packet including an essay on management and leadership aspirations and fit with the value-centered mission of the Graziadio School. In addition, a completed Application for Admission form must be submitted with a \$75 nonrefundable check made payable to Pepperdine University. This application is available upon request from the Graziadio School Corporate and External Relations Office, from Pepperdine University graduate campuses, or at the Graziadio School Web site: <http://bschool.pepperdine.edu/>. The application packet contains instructions for properly completing the admission process.

1. To be considered eligible for admission to the MSML program, a student must have an undergraduate degree from a regionally accredited four-year college or university.
2. An acceptable score on the Miller Analogies Test (MAT), Graduate Management Admission Test (GMAT), or Graduate Record Examination (GRE) General Test taken within the last five years is required.
3. An essay on management and leadership aspirations and fit with the value-centered mission of the Graziadio School is required.
4. Two letters of recommendation from current or previous managers or mentors qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
5. Five to eight years of organization experience are required.
6. An organizational context within which course work integration can occur is required.
7. An official transcript with the baccalaureate degree posted and mailed directly by the registrar from the college or university that granted the undergraduate degree must be sent to the Graziadio School Admission Office. If work toward the undergraduate degree or any graduate work was completed at other colleges or universities, official transcripts from all these institutions also should be submitted.
8. A completed Application for Admission form with a \$75 check for the nonrefundable application fee made payable to Pepperdine University must be submitted to the Graziadio School Admission Office.
9. An acceptable score on the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English and who are not graduates of a college or university in the United States. Arrangements may be made to have scores on the TOEFL sent directly to the Office of International Student Services, Pepperdine University,

Malibu, California 90263. For an application to take this test, write TOEFL, Box 6151, Princeton, New Jersey, USA 08541-6151, or register online at [www.TOEFL.com](http://www.TOEFL.com).

10. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.
11. A completed Employment Information form with typewritten essays, as specified, must be sent to the Graziadio School Admission Office.
12. All students should own or have access to a Microsoft XP or XP-based laptop computer with Internet access that can be brought to class sessions at the request of faculty. Additionally, students will be expected, as needed, to install Microsoft Office products (i.e., Word®, Excel®, PowerPoint®, Outlook®, and Access®) on that computer. Other software requirements may be assigned during the course of the program.

If students decide to bring a laptop for school use, the bulleted list below provides minimum requirements:

PC Minimum Requirements:

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

Mac Minimum Requirements:

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

Applications to the MSML program are accepted continuously throughout the year. The Graziadio School Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by the published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be

considered official until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission will be confirmed by a letter from the associate dean.

If accepted, a \$750 nonrefundable deposit is required to reserve a place in the class for which the student has been accepted. The deposit is included in the total tuition cost of the program and is accounted for in the first trimester's tuition.

## **Standards and Measurements of Achievement for MSML Students**

Satisfactory completion of 36 units of course work is necessary for graduation. While it is expected that course work will be completed by the fourth trimester, students may take a more flexible schedule. Degree work in the MSML program must be completed within three calendar years from the date on which the student begins work at Pepperdine University. In rare cases, the associate dean may grant a limited extension of time to complete the degree.

Upon completion of the first session, a student's progress and potential in the MSML program are reviewed. The program director, upon recommendation of the MSML Program Committee, may counsel a student to withdraw from the program based on the committee's assessment that the student's performance, conduct, and/or potential do not align with the program's objectives.

Students' academic records are reviewed at the end of each trimester. If a student's grade point average falls below 3.0, the student is placed on academic probation. Because students must maintain a minimum grade point average of 3.0 to graduate with an MSML degree, attention to the grade point average is of concern throughout the student's enrollment. A student is subject to academic dismissal for any of the following deficiencies:

- Failure to earn at least a 3.0 grade point average in the first trimester of enrollment.
- Failure to achieve a cumulative grade point average of 3.0.
- Earning a grade of "B-" or lower during a trimester in which a student is on probation.
- Earning a grade lower than "D" in any course.
- Earning a grade lower than "B-" in more than two courses.

## Course Requirements for the MSML

The Master of Science in Management and Leadership (MSML) program requires 36 units of course work with some flexibility in scheduling. MSML 605A and MSML 651 must be taken in the first trimester.

Following is the suggested course sequence for students wishing to complete the program in four trimesters:

### Trimester I

MSML 605A	Leadership and Self .....	(1)
MSML 651	Behavior in Organizations .....	(4)
MSML 650	Personal and Leadership Development Workshop .....	(1)
MSML 665	Cross-Cultural Management .....	(2)

or

MSML 661A	ZGlobal Enterprise Management .....	(2)
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### Trimester II

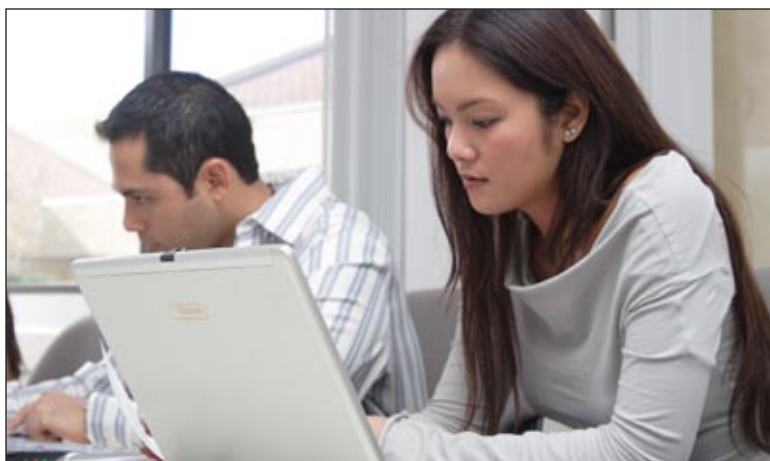
MSML 640	Advanced Principles of Organizations and Leadership .....	(4)
MSML 684	Business Negotiation and the Resolution of Conflict .....	(4)
MSML 617	Building and Managing Effective Teams .....	(2)

### Trimester III

MSML 672	Organizational Dynamics and Managing Change .....	(4)
MSML 688	Creativity and Innovation for Leadership .....	(4)
MSML 605B	Leadership of Teams .....	(2)

### Trimester IV

MSML 654	Information and Process Systems .....	(4)
MSML 685	Ethical Decision Making and Values-Centered Leadership .....	(2)
MSML 605C	Leadership Through Systems .....	(2)



## Course Descriptions for the MSML

### **MSML 605A Leadership and Self (1)**

This opening 2.5-day residential experience takes place prior to the start of the first trimester. In it, the student must design, present, and initiate an individual learning contract. The course includes conceptual and experiential approaches to self-awareness and self-assessment. Anchor groups comprised of students with similar learning objectives are formed, and these anchor groups complete the two-trimester project together (see MSML 605B, Leadership of Teams and 605C, Leadership through Systems). Completion of this course is required for continuation with the program. This course is graded credit or no credit.

### **MSML 605B Leadership of Teams (2)**

Leadership, groups, and systems are explored through theoretical and experiential approaches to developing team capacities. Topics include systems alignment, feedback, interdependencies, chaos and complexity, archetypal patterns, and self-organizing systems. The class provides the foundation for designing and implementing the Education to Community (E2C) Service Project and presenting interim results. The student revisits his or her learning contract and makes appropriate modifications. Prerequisites: MSML 605A Leadership and Self, MSML 617 Building and Managing Effective Teams, MSML 640 Advanced Principles of Organizations and Leadership, MSML 650 Personal and Leadership Development Workshop, and MSML 651 Behavior in Organizations.

### **MSML 605C Leadership Through Systems (2)**

The Education to Community (E2C) Service Project is completed and presented in this course. Each student completes a reflective capstone paper that includes an analysis and evaluation of the E2C Service Project, integrating and applying theories, frameworks, and learning from across the program. Students also present evidence of completion of their individual learning contracts and a personal and professional leadership development plan in which core values, personal mission, and strategic action plans are articulated.

### **MSML 617. Building and Managing Effective Teams (2)**

The focus of this course is on effective team building. Models of the ingredients and processes required to create powerful teams are examined. Personal values and motivational patterns are related to team leadership. Interpersonal issues such as handling conflict and stress are explored. The concepts of corporate culture and organizational change are introduced in the context of team building.

### **MSML 640. Advanced Principles of Organizations and Leadership (4)**

This course examines the interactions among human resources, technologies, organization design, external forces, and management practices from a macro-organization perspective. Study concentrates on organizations as systems and managerial, technical, structural, and cultural subsystems as they relate to the broader environment. The course also examines the concepts of system design, work design, and management theory.

**MSML 650. Personal and Leadership Development Workshop (1)**

This workshop orients students to the MSML program. Each student receives guidance on ethical behavior and personal career development and learns to form effective business teams. This workshop is taken in conjunction with MSML 651 Behavior in Organizations. The course is graded credit or no credit.

**MSML 651. Behavior in Organizations (4)**

Students learn to apply the behavioral sciences to management issues through integration of conceptual and experiential approaches to self-awareness, perception, communication, motivation, productivity, group behavior processes, leadership, organizational change, diversity, ethical issues, career planning, and the management of personal and organizational stress. Development of oral and written communication skills is stressed in this course. In addition to regular class sessions, a required personal and leadership development workshop, MBFE 650, assists students in attaining an accurate understanding of their patterns of communicating and relating to others. Students must complete the workshop in order to continue in this course.

**MSML 654. Information and Process Systems (4)**

Modern information business processes must make efficient use of resources, be effective in meeting growing consumer demands, and be readily adaptable to changes in the environment. This course examines production processes and service delivery processes, their different information requirements, and the critical role of information systems in supporting them. It explores how businesses are applying different information technologies to improve the vital functions of information gathering, information processing, and information sharing. The application of IT to automate, streamline, reengineer, and integrate business processes enables advances such as mass customization, quality management, supply chain management, and knowledge management. Both the potential challenges and the potential benefits of developing effective processes and systems will be emphasized.

**MSML 661A–Z Global Enterprise Management (2)**

Hosted by partner schools abroad, Global Enterprise Management focuses on critical aspects of doing business in the global economy. The course consists of lectures by distinguished faculty members of the partner schools and recognized experts from companies and research centers on a variety of contemporary business issues. The course involves a series of seminars covering such topics as international economics, culture, marketing, finance, and political and legal context. Some programs also include field visits to internationally recognized companies or organizations in the region for a hands-on look at business opportunities and management strategies. Also included is a study tour of important historical sites. The tour provides an important backdrop of culture and history that flavors the nation's experience.

**MSML 665. Cross-Cultural Management (2)**

This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to “learn culture”



using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations, and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

**MSML 672. Organizational Dynamics and Managing Change (4)**

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. This course deals with how to manage changes by looking at strategy, organization design and processes, and multi-organizational systems. Theories and practice of change management, which deal with the individual, group, intergroup, and organizational levels, are discussed. Methods for diagnosing organizations and designing interventions that will increase an organization's effectiveness are explored. Specific topics include traditional and contemporary approaches to change management, organization learning, consulting skills, and organization development.

**MSML 684. Business Negotiation and the Resolution of Conflict (4)**

This course addresses the dynamics of conflict, including techniques for its avoidance as well as alternative avenues of resolution should it occur. Communication and decision making will be studied, with attention to various methods of resolving disputes other than traditional litigation. Students will identify useful negotiation and conflict-avoidance procedures and implement them in practical exercises. Class discussion, simulation, role playing, and research methods will be used as part of understanding how the various procedures apply. Students will negotiate, mediate, arbitrate, and argue issues in a variety of circumstances including the litigation environment.

**MSML 685. Ethical Decision Making and Values-Centered Leadership (2)**

This course will provide a foundation for the art of value clarification and responsible leadership within organizations and society. Students will learn the roots and values of ethical expression as a lifestyle. By experiencing and working through scenarios and case studies, learners will isolate the ethical issues, both pro and con, and propose viable alternatives consistent with ethical and moral values.

**MSML 688. Creativity and Innovation for Leadership (4)**

Business leaders must respond to such contemporary realities as the information explosion, intense competition, accelerated social and technological change, fresh expectations from new generations, and ever-higher customer demands. Therefore, contemporary leaders must be more and more creative and innovative. This course focuses on imagination and invention ("creativity") and on the productive results of such processes ("innovation"). To enhance business problem solving and effective leadership, students will integrate a dozen linear methods with a dozen nonlinear, imaginative tools.

## FULLY EMPLOYED MASTER OF BUSINESS ADMINISTRATION



*MBA students may take one or two classes per trimester at graduate campuses or centers in Westlake Village, Encino, West Los Angeles, Irvine, or Pasadena.*

The Fully Employed Master of Business Administration program is designed primarily for individuals who possess some business or managerial experience and are interested in developing their leadership potential. A significant amount of students' class assignments will require ongoing integration and application of class concepts to the students' professional lives. Students gain a solid foundation of current business management concepts, including the impacts of globalization, technology, and ethics on the future workplace.

The program meets the following objectives for students' learning:

- To develop fundamental business knowledge in areas such as finance, marketing, accounting, economics, quantitative analysis, law, human behavior, information systems, management and leadership, and strategy.
- To develop the skills to analyze business situations in an integrated, multi-disciplinary way.
- To improve written and oral communication skills so that students can persuasively and professionally articulate their thinking.
- To understand team dynamics and gain self-awareness to enhance their effectiveness as managers and leaders of teams of people. To incorporate ethical considerations into decision-making.

Four-unit courses typically meet once a week from 9:30 a.m. to 1:30 p.m. for the morning cohort or from 6 p.m. to 10 p.m. each trimester, with typically an additional 8 to 12 hours a week spent on outside preparation. Occasionally, selected courses are offered on weekends. This usually consists of Friday evening from 6 p.m. to 10 p.m. and all day Saturday from 8 a.m. to 5 p.m. for five weekends spread through the trimester. (Not all courses in the curriculum are offered in the weekend mode.) A student may take one or two four-unit courses each trimester. Because Pepperdine courses are offered on a three-trimester-a-year basis, a student may complete the program in as few as 24 months by taking two courses each trimester. Graduate students enrolled for two courses are considered full time.

During the first trimester of study, all members of the class participate in a weekend personal and leadership development workshop. The primary purpose of the course is to build a cohesive learning team for the class group as well as to explore the dynamics of interpersonal communication, personal ethics and values, and group development. The workshop is a live-in experience, and participants are required to stay at the facility overnight. Each participant is responsible for the cost of room and board. This course is graded on a credit or no credit basis.

## Electives

Elective courses expanding upon the subjects of the core curriculum will be offered based upon demand and availability, and course descriptions will be made available through the Program Office. Electives such as International Business Law and its Environment, Entrepreneurship, Strategic Issues in

Marketing, and Creativity and Innovation for Leadership enable students to focus on areas of interest. Prerequisites may be required for some courses.

## Emphases

Emphases are currently offered in the areas of General Business Administration, Leadership and Managing Organizational Change, Entrepreneurship, Global Business, Finance, Dispute Resolution, and Marketing. Emphases offered are determined by demand and, therefore, may not be available at all graduate campuses.

## Study Abroad Program

Two units of credit may be earned by attending one of the Global Enterprise Management courses (MBA 661A–Z) offered at the University of Oxford's Kellogg College in England; Universiteit Antwerpen Management School in Belgium; Hong Kong University of Science and Technology in Hong Kong, China; Rouen School of Management in France; IAE–Universidad Austral in Buenos Aires, Argentina; in the Czech Republic, facilitated by International Student Programs at Charles University, Prague; in Shanghai, China; and in Mumbai, India. Two of these courses may be taken to make up a four-unit elective. Each two-unit course is offered for a one-week period at the end of each trimester.

In addition, students may spend a trimester abroad as a full-time student at one of the Graziadio School international partner business schools. Upon approval by the appropriate academic discipline(s), up to 12 units of course work of comparable scope and content may be taken at the international partner school to satisfy elective requirements. Students will enroll at the Graziadio School in the appropriate number of "MBA Study Abroad" course units. When the courses are completed at the international partner university, their course designation will be added to the enrolment record so that they will appear on the student's transcript. These courses will be graded credit or no credit only.

## Admission Requirements for the Fully Employed MBA

1. A bachelor's degree with an acceptable grade point average from a regionally accredited four-year college or university is required.
2. An acceptable score on the Miller Analogies Test (MAT), Graduate Management Admission Test (GMAT), or the Graduate Record Examination (GRE) General Test taken within the last five years is required.
3. Two letters of recommendation from current or previous managers or mentors qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office. Applicants either must be employed currently or have significant work experience.
4. An official transcript with the baccalaureate degree posted and mailed directly by the registrar from the college or university that granted the undergraduate degree must be sent to the Graziadio School Admission Office. If work toward the undergraduate degree or any graduate work was completed at other colleges or universities, official transcripts from all these institutions also should be submitted.
5. A completed Application for Admission form with a \$75 check for the nonrefundable application fee made payable to Pepperdine University must be submitted to the Graziadio School Admission Office.
6. An acceptable score on the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English and who are not graduates of a college or university in the United States. Arrangements may be made to have scores on the TOEFL sent directly to the Office of International Student Services, Pepperdine University, Malibu, California 90263. For an application to take this test, write TOEFL, Box 6151, Princeton, New Jersey, USA 08541-6151, or register online at [www.TOEFL.com](http://www.TOEFL.com).
7. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.
8. A completed Employment Information form with typewritten essays, as specified, must be sent to the Graziadio School Admission Office.
9. All students should own or have access to a Microsoft XP or XP-based laptop computer with Internet access that can be brought to class sessions at the request of faculty. Additionally, students will be expected, as needed, to install Microsoft Office products (i.e., Word®, Excel®, PowerPoint®, Outlook®, and Access®) on that computer. Other software requirements may be assigned during the course of the program.

If students decide to bring a laptop for school use, please refer to the bulleted list for minimum requirements:

**PC Minimum Requirements:**

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

**Mac Minimum Requirements:**

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to ensure that all necessary documents are on file by published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission will be confirmed by a letter from the associate dean.

## **Standards and Measurements of Achievement for Fully Employed MBA Students**

Each course in the Fully Employed MBA program has its own method for measuring achievement. At the beginning of each course, the particular standards of achievement and method of measurement will be explained to students. In addition, to graduate, students must attend the business-decision simulation workshop.

A student must maintain a cumulative grade point average of at least 3.0 throughout the program. All course grades assigned in the program are entered on the student's official transcript and counted toward the cumulative grade point average. A core course in which a grade lower than "C-" is earned must be repeated before the student will be allowed to graduate. A grade lower than "C-" earned in an elective course must be made up by repeating any elective course.

Upon approval by the MBA Program Committee, a course in which a grade lower than “B” is earned may be repeated. However, a course may be repeated only once. In cases where a course has been repeated, both course grades earned remain on the transcript and count toward the cumulative grade point average.

Students’ academic records are reviewed at the end of each trimester. If a student’s grade point average falls below 3.0, the student is placed on academic probation. While on probation, students will be limited to enrollment in one course. Students placed on academic probation shall be informed of any conditions for removing the probationary status.

Because students must maintain a minimum grade point average of 3.0 to graduate with an MBA degree, attention to the grade point average is of concern throughout the student’s enrollment. A student is subject to academic dismissal for any of the following deficiencies:

- Failure to earn at least a 3.0 grade point average in the first trimester of enrollment.
- Failure to achieve a cumulative grade point average of 3.0.
- Earning a grade of “B-” or lower during a trimester in which a student is on probation.
- Earning a grade lower than “B-” in more than two courses.
- Earning a grade lower than “D” in any course.

## **Word Processing and Spreadsheet Proficiency**

MBA students must demonstrate proficiency in word processing and spreadsheet software within the first four courses of enrollment. Microsoft Word® and Excel® are programs that are supported and available for student use at graduate campus computer laboratories located in West Los Angeles, Irvine, Encino, and Westlake Village. However, proficiency in word processing and spreadsheet software need not be limited to these programs.

## **Transfer of Graduate Credit and Waiver of Courses**

Upon approval of the administration, up to three courses may be waived. MBFE 650 Personal and Leadership Development Workshop, MBFE 651 Behavior in Organizations, MBFE 659 Strategic Management, and MBFE 670c Integration in Business Operations: Strategic Management may not be waived. Waiver is based on transfer of equivalent graduate-level courses taken at AACSB and regionally accredited colleges or universities.

Courses to be transferred in must have been taken within the past five years and prior to the first trimester of enrollment. Only courses in which grades higher than “B-” were earned will be accepted. Accepted transfer courses are shown on the transcripts as “credit” only and are not counted in the cumulative grade point average.

Students asking to transfer course work must submit a written request along with transcripts, university course catalog descriptions, and other pertinent

course information (for example, syllabus and book list) to the Program Office for faculty review as to adequacy and currency. Requests for waiver of course requirements based on transfer of courses must be submitted within the student's first trimester of enrollment.

## Policy Exceptions

Exceptions to academic policies stated in this catalog must be reviewed by faculty and approved by the associate dean. Petitions must be made within two trimesters of completion of the course work on which any petition focuses. To process petitions, students should contact the Program Office personnel.





## Course Requirements for the Fully Employed MBA

The Fully Employed MBA (MBFE) program requires 52 units of course work with some flexibility in scheduling. MBFE 650 and MBFE 651 must be taken in the first trimester, and MBFE 659 and MBFE 670c must be taken after all courses with the exception of electives.

MBFE 670x and MBFE 670c are integration courses. Students must complete the following courses before taking MBFE 670x: MBFE 650, 651, 652, 655, 656, and 657 or 658. Students must enroll in MBFE 670x before enrolling in their last course, MBFE 659. MBFE 670c must be taken in conjunction with MBFE 659.

Following is the suggested course sequence for students wishing to complete the program in two years:

### Trimester I

MBFE 650	Personal and Leadership Development Workshop.....	(1)
MBFE 651	Behavior in Organizations.....	(4)
MBFE 656	Quantitative Analysis for Business Operations.....	(4)

### Trimester II

MBFE 652	Accounting Information and Control Systems.....	(4)
MBFE 657	Prices, Profit, and the Market Economy.....	(4)

### Trimester III

MBFE 655	Financial Management of the Firm.....	(4)
MBFE 658	Marketing Management.....	(4)

### Trimester IV

MBFE 670x	Integration in Business Operations..... (Course must be taken before MBFE 659)	(2)
MBFE 654	Information and Process Systems.....	(4)
MBA XXX	Elective.....	(4)

### Trimester V

MBFE 653	Political, Regulatory, Ethical, and Legal Issues of Business... ..	(4)
MBA XXX	Elective.....	(4)

### Trimester VI

MBA XXX	Elective.....	(4)
MBFE 659	Strategic Management.....	(4)
MBFE 670c	Integration in Business Operations: Strategic Management... ..	(1)

If a student would like to take an elective earlier in the program and there are no prerequisites for that course or the student has met the prerequisite, a program counselor will advise the student. A program counselor is available at each graduate campus.

## Elective Emphases

The Fully Employed MBA allows students to choose one of seven elective emphases offered: General Business Administration, Leadership and Managing Organizational Change, Entrepreneurship, Global Business, Finance, Dispute Resolution, and Marketing. Emphases consist of 12 units of course work.

### General Business Administration

A General Business Administration emphasis allows for a general selection of any 12 units of MBA electives. Elective courses may be four units or two units each. Studies need not focus on any particular discipline.

### Leadership and Managing Organizational Change

#### Required Course

MBA 640      Advanced Principles of Organizations and Leadership..... (4)

#### Elective Courses

Eight units are to be selected from the following courses:

MBA 665      Cross-Cultural Management..... (2)

MBA 672      Organizational Dynamics and Managing Change..... (4)

MBA 684      Business Negotiation and the Resolution of Conflict..... (4)

MBA 688      Creativity and Innovation for Leadership..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

### Entrepreneurship

#### Required Courses

MBA 697      Entrepreneurship..... (4)

MBA 695      The Business Plan..... (4)

#### Elective Courses

MBA XXX      Additional electives..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

### Global Business

#### Required Course

MBA 698      Global and Macroeconomic Environment..... (4)

#### Elective Courses

Eight units are to be selected from the following courses:

MBA 616      Global Capital Markets and Institutions..... (4)

MBA 665      Cross-Cultural Management..... (2)

MBA 683      International Marketing Management..... (4)

MBA 692      International Business Law and its Environment..... (4)

*Note: A student may substitute MBA 661A–Z Global Enterprise Management for up to four units of course work.*

## Finance

### Elective Courses

Twelve units are to be selected from the following courses:

MBA 600	Business Analysis with Financial Statements .....	(2)
MBA 601	Financing Small Business .....	(2)
MBA 616	Global Capital Markets and Institutions .....	(4)
MBA 617	Valuation and Corporate Combinations .....	(4)
MBA 618	Investments and Portfolio Management .....	(4)

## Dispute Resolution

### Required Courses

MBA 684	Business Negotiation and the Resolution of Conflict .....	(4)
	Six required units from the Straus Institute:	
	Mediation Seminar .....	(2)
	Arbitration Course (one of three) .....	(2)
	Interviewing and Counseling .....	(2)

### Elective Course

One elective course from the Straus Institute .....

*MBA students who complete an additional elective at the Straus Institute that would not count toward their MBA degree also would be awarded a Certificate in Dispute Resolution from the Straus Institute.*

## Marketing

### Required Courses

MBFE 620	Services Marketing .....	(2)
MBFE 621	New Product Innovation .....	(2)
MBFE 622	Marketing Communications .....	(2)
MBFE 623	Strategic Issues in Marketing .....	(2)
MBFE 624	Marketing Consulting: Education to Business .....	(4)

## Course Descriptions for the Fully Employed MBA

### Core Courses

#### **MBFE 650. Personal and Leadership Development Workshop (1)**

This workshop orients students to the MBA program. Each student receives guidance on ethical behavior and personal career development and learns to form effective business teams. This workshop is taken in conjunction with MBFE 651 Behavior in Organizations and is graded credit or no credit.

#### **MBFE 651. Behavior in Organizations (4)**

Students learn to apply the behavioral sciences to management issues through integration of conceptual and experiential approaches to self-awareness, perception, communication, motivation, productivity, group behavior processes, leadership, organizational change, diversity, ethical issues, career planning, and the management of personal and organizational stress. Development of oral and written communication skills is stressed in this course. In addition to regular class sessions, a required personal and leadership development workshop, MBFE 650, assists students in attaining an accurate understanding of their patterns of communicating and relating to others. Students must complete the workshop in order to continue in this course.

#### **MBFE 652. Accounting Information and Control Systems (4)**

This course provides a structural model of business and its operation. Financial accounting information is examined as a means to make rational strategic decisions. Students learn to gauge a firm's position of liquidity and profitability. Business operating cycles are explained. Pro forma and budgeted financial statements are constructed using Excel® spreadsheets. Traditional and globally competitive management control systems are critiqued for their utility in guiding management's resource allocation decisions.

#### **MBFE 653. Political, Regulatory, Ethical, and Legal Issues of Business (4)**

This course examines the impact of the diverse political and social forces upon business and the law. Students will explore the historical, cultural, political, philosophical, and religious foundation of the legal and social systems as they relate to the ethical and profit dimensions of the economic complex. Honing critical thinking skills is accomplished through analysis of the above in relation to policy and implementation procedures inherent to the international and domestic markets. Key to the process is management's understanding of how the legal and regulatory environment impacts most business issues such as employment, competition, and transaction enforcement. Emphasis also is directed to formulating, negotiating, and implementing the business agreement; evaluating the various forms of business ownership; anticipating, neutralizing, and defending against liability; and successfully functioning within the environment of opportunity and constraint.

#### **MBFE 654. Information and Process Systems (4)**

Modern information business processes must make efficient use of resources, be effective in meeting growing consumer demands, and be readily adaptable to changes in the environment. This course examines production processes

and service delivery processes, their different information requirements, and the critical role of information systems in supporting them. It explores how businesses are applying different information technologies to improve the vital functions of information gathering, information processing, and information sharing. The application of IT to automate, streamline, reengineer, and integrate business processes enables advances such as mass customization, quality management, supply chain management, and knowledge management. Both the potential challenges and the potential benefits of developing effective processes and systems will be emphasized.

**MBFE 655. Financial Management of the Firm (4)**

Students learn to define, comprehend, and apply a market-driven theory for ethically based, strategic financial decisions. Important issues include the return and risk of the activity in which to invest, the size of the investment, and the sources for financing the investment. Each decision is part of the overall financial strategy that adds value to the shareholder. Topics include financial markets, financial reporting, the cost of capital, portfolio analysis, capital structure, dividend policy, options, cash management, and international monetary issues. Prerequisite: MBFE 652 Accounting Information and Control Systems.

**MBFE 656. Quantitative Analysis for Business Operations (4)**

The focus of this course is on the application of quantitative analysis techniques to strategic business decision making. The course is designed to support the integration experience and includes an introduction to production and service operations. Specific business modeling applications include forecasting, decision analysis, simulation, linear programming, and project management. These quantitative decision support techniques assist managerial decision making in the dynamic and highly competitive world of business, including applications to finance, marketing, engineering, manufacturing, quality, service, and human resources problems in such industries as healthcare, aerospace, high technology, entertainment, global business, and banking. Software technologies, spreadsheets, and the Internet are used extensively throughout this course inside and outside the classroom.

**MBFE 657. Prices, Profit, and the Market Economy (4)**

This economics course examines the domestic and global production and distribution of goods and services as guided by the market economy. Emphasis is on how the firm remains competitive through the improvement of resource allocation, production, and profits under changing economic conditions. A study of changing and competitive industries in which firms operate is also an area of focus. The impact of the external economic environment on the firm's microeconomic decision making also is studied.

**MBFE 658. Marketing Management (4)**

This course analyzes the environment relevant to the creation and distribution of goods and services. This environment includes the global, ethical, political, social, legal, and regulatory issues. The course examines buyer behavior, marketing research, and marketing information from a managerial perspective. Also included is the analysis of product pricing, marketing communications, and distribution decisions in market planning and marketing program

implementation. Emphasis is placed on the practical application of marketing concepts to case problems and the student's current employment experiences.

#### **MBFE 659. Strategic Management (4)**

This capstone course examines the running of an enterprise from the chief executive officer's point of view. It is designed to help students conduct external and internal assessments of an organization, identify its key strategic issues, identify and choose from alternative strategies, and defend those decisions. In addition, the course illuminates the interplay between organizational structure, design, human resources, culture, technology, and the global environment. This knowledge gives the student the foundation for understanding and managing change. In summary, students learn to conduct a strategic analysis, make sound strategic decisions, and implement strategic change. The course is integrative of all prior subject matter. A variety of experiential methods are used, including case studies and a strategic project on an existing company. This course is taken after completing all required core courses, except for the final simulation, MBFE 670c Integration in Business Operations: Strategic Management. This course is taken in conjunction with MBFE 670c Integration in Business Operations: Strategic Management. Prerequisites: MBFE 655 Financial Management of the Firm and MBFE 658 Marketing Management.

#### **MBFE 670c Integration in Business Operations: Strategic Management (1)**

This integration course covers all core courses and the focus is on integrated strategic management. This course is taken in conjunction with MBFE 659 Strategic Management. This course is graded credit or no credit.

#### **MBFE 670x Integration in Business Operations (2)**

The purpose of this integration module is to provide an experiential learning opportunity to allow students to integrate and apply the knowledge and skills acquired in the core curriculum to managing a simulated business. The focus of the integration module will be on making decisions related to the internal operations of the firm. Students working in groups will assume the role of the senior management team responsible for running the simulated business. Prerequisites: MBFE 650 Personal and Leadership Development Workshop; MBFE 651 Behavior in Organizations; MBFE 652 Accounting Information and Control Systems; MBFE 655 Financial Management of the Firm; MBFE 656 Quantitative Analysis for Business Operations; and MBFE 657 Prices, Profit, and the Market Economy or MBFE 658 Marketing Management.

### **Elective Courses**

#### **MBA 600. Business Analysis with Financial Statements (2)**

This course examines the viability of the firm and its strategies within the framework of accounting rules and conventions. Methods of credit analysis, securities analysis, and performance analysis will be developed. Developing financial models for investment decisions also will be stressed using various forecasting techniques. These models and principles are applied, in conjunction with information from financial markets, to a variety of managerial decisions including firm valuation, credit scoring and bond ratings, distress prediction,

and determining value-enhancing capital structures and financing choices. Prerequisite: MBFE 655 Financial Management of the Firm.

#### **MBA 601. Financing Small Business (2)**

This course addresses issues related to financing small business enterprises and entrepreneurial ventures. Various sources of financing are examined: commercial banks, venture capital, angels, and government financing. In addition, collateralizing the firm's assets for financing, such as inventory and receivables financing, equipment financing, and real estate financing, is discussed. The Initial Public Offer (IPO) process is examined as a means for emerging enterprises to access public capital markets. A major focus of the course is developing pro forma financial statements as part of an effective business plan which will foster adequate and appropriate entity planning and valuation and enable the entrepreneur to secure financing for the enterprise. Prerequisite: MBFE 655 Financial Management of the Firm.

#### **MBA 616. Global Capital Markets and Institutions (4)**

This course examines the operations of financial markets and financial institutions in allocating capital in an international macroeconomic environment. A major focus will be on debt contracts and securities and on innovations in credit and money markets. Specific topics include history of the international financial system, foreign exchange and exchange rate determination, the balance of payments, open economy macroeconomics, corporate financing in international capital markets, and hedging and arbitrage. The functions of financial intermediaries and regulation also are discussed. Prerequisite: MBFE 655 Financial Management of the Firm.

#### **MBA 617. Valuation and Corporate Combinations (4)**

This course examines methods for measuring and managing the value of companies. Valuation methodologies studied include discounted cash flows, discounted abnormal earnings, comparables, liquidation, replacement cost, and book value. These methodologies are applied to investment decisions related to control transactions. Among the transactions studied are mergers, acquisitions, hostile takeovers, going private transactions (MBOs and LBOs), asset restructuring, and voluntary and involuntary liquidation. Methods for creating takeover defenses also are developed. The influences of the legal and regulatory environment as well as competition in input and product markets are considered in developing a framework for understanding merger waves and industry consolidation. Prerequisite: MBFE 655 Financial Management of the Firm.

#### **MBA 618. Investments and Portfolio Management (4)**

This course establishes the foundations for analysis of optimal security selection, examines procedures for constructing investment portfolios, and considers strategies that investors can employ to meet various alternative investment objectives. The full scope of the investment management opportunities is considered by examination of investment across all classes of securities (equities, fixed-income instruments, real estate, derivatives, etc.) in both domestic and foreign markets. Selection of individual investments is discussed within the context of portfolio creation, target returns, and risk tolerance and management. Core concepts in this course include measures of

risk, diversification and risk management, expected returns and covariance of returns between securities, and the tax implications associated with various asset classes. Prerequisite: MBFE 655 Financial Management of the Firm.

#### **MBA 640. Advanced Principles of Organizations and Leadership (4)**

This course examines the interactions among human resources, technologies, organization design, external forces, and management practices from a macro-organization perspective. Study concentrates on organizations as systems and managerial, technical, structural, and cultural subsystems as they relate to the broader environment. The course also examines the concepts of system design, work design, and management theory.

#### **MBA 661A–Z Global Enterprise Management (2)**

Hosted by partner schools abroad, Global Enterprise Management focuses on critical aspects of doing business in the global economy. The course consists of lectures by distinguished faculty members of the partner schools and recognized experts from companies and research centers on a variety of contemporary business issues. The course involves a series of seminars covering such topics as international economics, culture, marketing, finance, and political and legal context. Some programs also include field visits to internationally recognized companies or organizations in the region for a hands-on look at business opportunities and management strategies. Also included is a study tour of important historical sites. The tour provides an important backdrop of culture and history that flavors the nation's experience.

#### **MBA 665. Cross-Cultural Management (2)**

This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to "learn culture" using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations, and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

#### **MBA 672. Organizational Dynamics and Managing Change (4)**

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. This course deals with how to manage changes by looking at strategy, organization design and processes, and multi-organizational systems. Theories and practice of change management, which deal with the individual, group, intergroup, and organizational levels, are discussed. Methods for diagnosing organizations and designing interventions that will increase an organization's effectiveness are explored. Specific topics include traditional and contemporary approaches to change management, organization learning, consulting skills, and organization development.

#### **MBA 683. International Marketing Management (4)**

After reviewing the elements of marketing strategy and implementation, this course explores how similarities and differences in the global environment



affect those elements. It explores the strategic issues of and tools for assessing potential, segmenting, targeting, and entering global markets. Mechanisms such as countertrade, time sharing, and appropriate technologies are explored as means for prospering in lesser-developed economies. It then goes on to consider the implications of standardized versus adaptive approaches for the 4-Ps. Central to the course is the development of sensitivity to the ethical and pragmatic issues in operating across multiple cultures. Prerequisite: MBFE 658 Marketing Management.

#### **MBA 684. Business Negotiation and the Resolution of Conflict (4)**

This course addresses the dynamics of conflict, including techniques for its avoidance as well as alternative avenues of resolution should it occur. Communication and decision making will be studied, with attention to various methods of resolving disputes other than traditional litigation. Students will identify useful negotiation and conflict-avoidance procedures and implement them in practical exercises. Class discussion, simulation, role playing, and research methods will be used as part of understanding how the various procedures apply. Students will negotiate, mediate, arbitrate, and argue issues in a variety of circumstances including the litigation environment.

#### **MBA 688. Creativity and Innovation for Leadership (4)**

Business leaders must respond to such contemporary realities as the information explosion, intense competition, accelerated social and technological change, fresh expectations from new generations, and ever-higher customer demands. Therefore, contemporary leaders must be more and more creative and innovative. This course focuses on imagination and invention (“creativity”) and on the productive results of such processes (“innovation”). To enhance business problem solving and effective leadership, students will integrate a dozen linear methods with a dozen nonlinear, imaginative tools.

#### **MBA 691. Environmental Law (4)**

At the completion of this course, the student will be competent to understand the broad application of major environmental regulation as it relates to business, giving proper attention to statutory detail; gain an understanding of the legally sensitive environmental issues and current trends of which business managers should be aware; take preventative steps to effectively avoid exposing oneself or one’s company to liability; utilize corporate or outside counsel to the greatest advantage; recognize and understand the diversity of contemporary environmental law, the separate classification of statutes, the manner in which the courts interpret and apply them, and methods of remaining knowledgeable with regard to important changes; and recognize the role of various administrative agencies in application and interpretation of environmental regulation. (This course can be taken only toward a General Business Administration emphasis.) Prerequisite: MBFE 653 Political, Regulatory, Ethical, and Legal Issues of Business.

#### **MBA 692. International Business Law and Its Environment (4)**

This course develops competency in the broad aspects of the integration of the various legal systems of the world into an international legal system and the application of that international system to society in general and

business in particular. The student will be able to recognize, identify, and apply legal and analytical methods and principles important to business and work transactions, relationships, and projections dealing with the international trade environment; grasp the legal aspects of the subtleties of legal terminology and varying applications in the world of international business; utilize and select internationally qualified legal representation to the greatest advantage; understand the relative legal purposes and advantages of various forms of business organization in the international environment; apply learned analytic skills to effectively avoid conflict or liability in achieving contractual and other international business goals; and recognize the influence of United States law in international business activities. Prerequisite: MBFE 653 Political, Regulatory, Ethical, and Legal Issues of Business.

#### **MBA 694. Leadership: Great Leaders, Great Literature (4)**

Leadership is one of the most studied and least understood human behaviors. Yet, leadership is critical for organizational success—especially in the hyper-competitive, global world. What is leadership? Who has it? Where does leadership come from? Does it differ by culture? What are the theories of leadership? Do leaders differ from managers? How might an individual become a more effective leader? The objective of this course is to prepare individuals to better understand, accept, and assume leadership roles in increasingly competitive, globalized, multicultural, multi-values organizations by (1) understanding the significant theories, models, and concepts of leadership; (2) analyzing and understanding their unique leadership style; (3) developing, refining, and articulating their individual philosophy of leadership; and (4) examining and considering the values and ethical issues associated with leadership.

#### **MBA 695. The Business Plan (4)**

This course is designed for students actively developing an entrepreneurial plan. This is a limited residency course with class meetings based on the needs of the plan author(s). Classroom time will be complemented by extensive use of the Internet for research and interaction with assigned faculty. Prerequisite: MBA 697 Entrepreneurship. This course is required for the Entrepreneurship emphasis.

#### **MBA 697. Entrepreneurship (4)**

This course will examine the nature of entrepreneurship, the factors for success in venture creation and growth, and the pitfalls that increase the likelihood of failure. Students will apply the most current and rigorous research in entrepreneurship by translating it into specific tools for new venture planning and implementation. Each participant will apply the subject matter being covered by selecting and pursuing a project, which requires the planning of a new venture or the study of an ongoing one. Prerequisites: MBFE 655 Financial Management of the Firm and MBFE 657 Prices, Profit, and the Market Economy.

#### **MBA 698. Global and Macroeconomic Environment (4)**

This course deals with macroeconomic issues and applications as they affect contemporary business decision making. It covers, from a domestic and

global perspective, such topics as price stability, unemployment, monetary and fiscal policies, capital markets, and business cycles. The course also addresses the fundamentals of international economics and business, with emphasis on political, social, and cultural forces from an economic point of view. International trade and finance are also of concern. A key objective of the course is to support the student's understanding of how the external macro/global economic environment can pose opportunities and threats to firms. Prerequisite: MBFE 657 Prices, Profit, and the Market Economy.

### **MBFE 620. Services Marketing (2)**

This course will be an examination of the special challenges of managing the marketing function in organizations whose product mix contains services. Special attention will be given to developing an understanding of the integrative nature of the marketing, operations, and human resource management functions in service organizations. This emphasis will be highlighted by the use of a computer-based simulation that requires students to manage a service organization. May be taken in conjunction with, or after, MBFE 658 Marketing Management.

### **MBFE 621. New Product Innovation (2)**

This course is designed to help students deepen their understanding of new product innovation and management. In the course the student will assume the role of a product manager in identifying, developing, and commercializing new products through cases, businesses currently in the news, a team project, and readings. The course will seek to develop students' critical thinking, decision-making skills, and creativity as needed to develop and launch a successful new product. May be taken in conjunction with, or after, MBFE 658 Marketing Management.

### **MBFE 622. Marketing Communications (2)**

This course is designed to introduce to or reacquaint the student with the subject of marketing communication. The emphasis in this course will be on the role of the integrated marketing communications (IMC) program in both building and maintaining the brand image and health of an organization. Attention will be given to the various IMC tools used in contemporary marketing including advertising, direct marketing, Internet and interactive marketing, sales promotion, publicity and public relations, personal selling, and internal marketing efforts. The student will study the process by which IMC programs are planned, developed, and executed. Class members will be required to develop a unique IMC portfolio for this course by investigating and generating a series of deliverables including internal memos, press releases, a creative brief, a budget analysis, and a promotional strategy for a business entity (either product- or service-based). May be taken in conjunction with, or after, MBFE 658 Marketing Management.

### **MBFE 623. Strategic Issues in Marketing (2)**

This course is designed as an integrating and updating marketing course to give students an exposure to and familiarity with current and salient issues in contemporary marketing. It will analyze and wrestle with key issues and dilemmas that marketers will face today and in the future such as the changing

role of marketing within the corporation, the importance of ethical and socially responsible marketing, the character of marketing within a climate (culture) of diversity, global marketing, the role of quality and service in competitiveness, and other areas of strategic importance. The objectives of the course will be achieved through an in-depth study of significant literature and readings as well as exposure to recent developments in marketing. May be taken in conjunction with, or after, MBFE 658 Marketing Management.

**MBFE 624. Marketing Consulting: Education to Business (4)**

Underscoring the Graziadio School of Business and Management's focus on "practical and relevant," this course is designed to provide students with real work experience in marketing consulting by integrating and applying core curriculum concepts as they work directly with company executives to resolve an actual business issue in the classroom. Under faculty supervision, the class, working in teams, will complete a marketing consulting project (Education to Business) for an assigned company secured by the Graziadio School. Teams will interact with company management as they analyze the company issue and/or opportunity, gather information, and develop recommendations for action. Students will gain real-life insights in a practical, applied setting that the students can utilize in their career development. Prerequisite: MBFE 658 Marketing Management.

**MBFE 668. Contemporary Issues in Business and Management (0-4)**

This course will provide students with the opportunity to study specific contemporary issues or topics in business and management. The course may be repeated as content changes.

**MBFE 670y. Education to Business (2)**

This course is designed to provide students with a structured opportunity to gain real work experience in integrating and applying prior class concepts. Under faculty supervision, each class, working in teams, will complete a strategic project for a company as arranged by the Graziadio School or independently arranged by the team, with prior approval. Teams will interact with senior management as they analyze the company issue and/or opportunity and develop recommendations for action. Prerequisites: MBFE 650 Personal and leadership Development Workshop; MBFE 651 Behavior in Organizations; MBFE 652 Accounting Information and Control Systems; MBFE 655 Financial Management of the Firm; MBFE 656 Quantitative Analysis for Business Operations; and MBFE 657 Prices, Profit, and the Market Economy or MBFE 658 Marketing Management.

**MBFE 699. Graduate Directed Studies (1-4)**

Directed study is based on guided reading and independent research, supervised by one member of the faculty. Directed study must be petitioned and approved prior to enrollment. Directed study is used only to complete units which are lacking to fulfill a course requirement as a result of transfer course work and may not be used to fulfill a course requirement in its entirety.

## MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT



*The MSOD program prepares individuals to facilitate strategic change in organizations. The program begins with a session to enhance interpersonal communication and group development skills in a collaborative learning environment.*

In rapidly changing and global environments, organizations remain competitive and economically viable through changes in their strategies, technologies, structures, work designs, and human resource systems. The Master of Science in Organization Development (MSOD) program's mission is to prepare leaders in the art and science of managing strategic change. It is designed for individuals involved in organizational change and development, typically as professionals, consultants, or managers. Four learning goals and objectives are central to the MSOD curriculum:

- Students will increase their knowledge of self in order to be more effective as change agents.
- Students will be able to demonstrate their knowledge and skills in providing organization development consulting.
- Students will increase their understanding of the global challenges that face organizations and increase their ability to ethically consult globally.

Students will develop skills to contribute to the rigor and relevance of the organization development field. This six-semester program utilizes a strategic management and systems theory orientation to the study of planned organizational change and development. Concepts from organization theory and the behavioral sciences—such as group dynamics, the process of change, organization and work design, and culture—provide the foundation for the development of advanced knowledge and skills, including strategic change, international and cross-cultural management, interorganizational relationships and managing complexity. Emphasis is placed on the application of these concepts to current issues facing organizations, such as globalization, growth, restructuring, mergers and acquisitions, downsizing, productivity improvement, and changes in strategic direction.

Courses are delivered in intensive residential sessions that provide a highly interactive learning environment. Eight eight-day seminars are scheduled at 10- to 12-week intervals. This format attracts students from around the world. It also enables participants to maintain full-time employment and to learn through the application of course concepts in their work settings. To develop global citizen and practitioner knowledge, sessions are held in domestic as well as international locations. The first session is a personally challenging week that develops skills in interpersonal relations, communications, and group development and creates a collaborative learning environment among the students.

Participants typically represent a variety of organizations in the public and private sectors and a wide range of backgrounds, including line management or staff functions, organization development, management consulting, and human resource management. Students come from throughout the United States as well as Canada, Asia, Europe, and Central and South America.

During the program, each candidate develops a personal learning contract that defines the student's individual goals and measures of achievement. The personal learning contract includes, with faculty guidance and supervision, the design, implementation, and evaluation of a planned change project that becomes a formal written research report.

## Admission Requirements for the MSOD

The MSOD application process is intended to ensure a good fit between the program's objectives and the applicant's experience, qualifications, and potential. Each applicant is assessed as a whole person; no single criterion controls the admission decision.

The admission process is initiated by submitting a completed MSOD application packet, including a vocational self-evaluation inventory, a sentence completion form, a work history, and a self-administered personality profile. In addition, a completed Application for Admission form must be submitted with a \$50 nonrefundable check made payable to Pepperdine University. This application is available upon request from the MSOD Program Office.

### **Student candidates are required to have**

1. A bachelor's degree from a regionally accredited college or university (preferably in a related field).
2. A minimum of five years of organization experience, preferably as an external consultant; a line or staff manager; or in an internal organization development, human resources, or strategic planning position.
3. An organizational context within which course work integration can occur.

### **Additional requirements include**

1. Applicants normally are required to submit the official transcripts of their terminal degrees. However, the school reserves the right to request official transcripts of all previous academic courses.
2. Two letters of recommendation from persons familiar with the applicant's educational, consulting, and/or management experience. Where applicable, it is strongly recommended that the applicant's direct supervisor or organizational sponsor provide one of the recommendations.
3. A recent, satisfactory score on either the Miller Analogies Test (MAT), the Graduate Management Admission Test (GMAT), or the Graduate Record Examination (GRE) submitted to the MSOD Program Office. (If English is not the applicant's native language, an acceptable score on the Test of English as a Foreign Language [TOEFL] also is required.)
4. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.
5. All students should own or have access to a Microsoft XP or XP-based laptop computer with Internet access that can be brought to class sessions at the request of faculty. Additionally, students will be expected, as needed, to install Microsoft Office products (i.e., Word®, Excel®, PowerPoint®, Outlook®, and Access®) on that computer. Other software requirements may be assigned during the course of the program.

If a student decides to bring a laptop for school use, the minimum requirements are listed below.

**PC Minimum Requirements:**

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

**Mac Minimum Requirements:**

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

Superior applicants will have had at least one course in organizational behavior and a human interaction laboratory experience. The MSOD director, with the recommendation of the MSOD Admission Committee, may request applicant participation in such a laboratory experience as preparation for program attendance.

Selected applicants with complete application files are scheduled for a personal interview with a member of the MSOD Admission Committee. This interview may be conducted in person or by telephone. International applicants are expected to come to Los Angeles for a personal interview.

If accepted, a \$1,400 nonrefundable deposit is required to reserve a place in the class for which the student has been accepted. The deposit is included in the total tuition cost of the program and is accounted for in the first trimester's tuition. International students accepted to the program will be assessed a \$400 fee to partially offset special charges.

Although applications to the MSOD program are accepted continuously throughout the year, there is an application deadline in late March from which a year's class is selected (contact the MSOD Program Office for the specific date). Student interviews are scheduled and notifications of acceptance are targeted for mailing in June following MSOD Admission Committee review of all applications meeting that year's deadline. The great interest and desire for admission to the MSOD program results in an abundance of applications. Persons may be accepted as alternates to the class, and notification of admission may occur at any time prior to the September session.



The Graziadio School Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission will be confirmed by a letter from the associate dean.

## Standards and Measurements of Achievement for MSOD Students

Satisfactory completion of 36 units of course work plus a 4-unit applied research project is necessary for graduation. While it is expected that course work and the project report will be completed by the sixth trimester, students may petition the MSOD Program Committee for two-unit extensions for up to three additional trimesters if extra time is needed to complete the report. Degree work in the MSOD program must be completed within three calendar years from the date on which the student begins work at Pepperdine University. In rare cases, the associate dean may grant a limited extension of time to complete the degree. Enrollment must be continuous until completion of the requirements for the degree. Courses in this program are graded credit or no credit.

Upon completion of the first and fourth sessions, a student's progress and potential in the MSOD program are reviewed. The MSOD director, upon recommendation of the MSOD Program Committee, may counsel a student to withdraw from the program based on the committee's assessment that the student's performance, conduct, and potential do not align with the program's objectives.



*Course work in the MSOD program is delivered in eight eight-day residential sessions held in domestic as well as international locations.*

## Course Requirements for the MSOD

The MSOD program requires a minimum of 40 units of course work taken in the following sequence:

### Trimester I

MSOD 601a	Foundations of Organization Development .....	(4)
MSOD 601b	Practitioner as a Global Citizen .....	(4)
	(International Location)	

### Trimester II

MSOD 602a	Small Systems Diagnosis and Change .....	(4)
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### Trimester III

MSOD 602b	International Organization Development .....	(4)
	(International Location)	
MSOD 603	Action Research and Evaluation in Organization Development .....	(4)

### Trimester IV

MSOD 604	Strategy and Organization Design .....	(4)
MSOD 609	Applied Research Project .....	(4)

### Trimester V

MSOD 606	Strategy and Large-Scale Systems Change .....	(4)
MSOD 607	Integrative Action Strategies .....	(4)
	(International Location)	

### Trimester VI

MSOD 608	Future Forms of Organizations .....	(4)
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Additional trimesters are offered to students for completion of the project:

### Trimester VII

MSOD 611	Applied Research Project .....	(2)
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### Trimester VIII

MSOD 612	Applied Research Project .....	(2)
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### Trimester IX

MSOD 613	Applied Research Project .....	(2)
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## Course Descriptions for the MSOD

### **MSOD 601a Foundations of Organization Development (4)**

Starting at the individual level and moving through interpersonal to the formation of groups, this course reviews the essential values and tools upon which the field of organization development (OD) is based. This course takes a comprehensive approach to the change process through the integration of theory and practice with use of “third-party” consultation. Specific topics include ethics, interpersonal interventions, communications in consulting, diversity in the organization, authenticity in organization behavior, and an understanding of personal choice and “self as an instrument of change.”

### **MSOD 601b Practitioner as a Global Citizen (4)**

The skills and knowledge required for a global practitioner of change are the focus of this course. Basic assumptions and principles of anthropology, sociology, political science, economics, and psychology are explored as foundational theories to organization development. Topics include systems theory, cross-cultural awareness, dynamics of consulting in a non-native land, and working with local country experts. A focus on the student’s personal and professional growth will occur through the formation of a learning contract and the presentation of a comprehensive model of systemic strategic thinking that spans personal, interpersonal, group, and organizational issues.

### **MSOD 602a Small Systems Diagnosis and Change (4)**

Definitions of individual, group, intergroup, and individual and interpersonal effectiveness are the focus of this course. Also covered are diagnostic methods for performance in small systems and intervention methods for creating and managing change in these systems. Specific topics include group dynamics, structures, roles, composition, and norms; virtual teams; performance coaching; management development; conflict resolution; team and intergroup development; and consulting skills.

### **MSOD 602b International Organization Development (4)**

This course extends and applies the Small Systems Diagnosis and Change course to international situations and builds the capacity to manage planned change. The class focuses on small systems in organizations that are native to the country of study. Multinational organizations also would be a focus of study in preparation for examining transorganizational systems and large-scale systems change. Specific topics include intervention theory, intervention design, and survey feedback. Students will design and conduct a field project with people and organizations in the country. Data collection and analysis in an international setting are covered.

### **MSOD 603. Action Research and Evaluation in Organization Development (4)**

The concepts and methods of applied research and action research within the context of organization development are covered in this course. The focus is on the philosophy of research methods, ethical issues in applied and action research, problem formulation, research design, sampling, data collection methods,

data analysis, the interpretation of both quantitative and qualitative data, the organization and presentation of research findings, and report writing.

#### **MSOD 604. Strategy and Organization Design (4)**

To achieve high performance, including financial returns, stakeholder satisfaction, and productivity, an organization's strategies, structures, and processes must be designed to support each other and to fit appropriately into its environmental context. The focus of this course is on the systemic, normative, and diagnostic considerations associated with formulating strategy and designing an organization's strategic orientation. It examines the relationship among industry structure and organizational environments as well as strategy and organization design. Specific topics include traditional and contemporary approaches to strategic management; competitive advantage; open systems theory; and organizational structure, reward, control, information, and human resource systems.

#### **MSOD 606. Strategy and Large-Scale Systems Change (4)**

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. This course deals with planned change in an organization's strategy and organization design and other large-scale and multi-organizational systems. Diagnostic models and methods, the planning of complex change interventions, political processes in complex systems, and intervention methods are examined from a total systems perspective. Specific topics include managing strategic reorientations, mergers and acquisitions, and technological change. Interventions such as employee involvement, self-managed work groups, quality management, organization learning, transorganizational development, and large group methodologies are explored.

#### **MSOD 607. Integrative Action Strategies (4)**

A total systems approach to planned change is required to create optimal, lasting change. Emphasis is placed on the development of total system change strategies; development and sustenance of learning communities; and the integration of intervention methods for structural, human systems, managerial, cultural, and technological changes. Application of organizational technologies to global social issues is explored.

#### **MSOD 608. Future Forms of Organizations (4)**

This course deals with current issues facing organizations in the planning and management of change and with recent advances in organization development and change. Topics explored are the impact of technological change and globalization on organization design and on how people work, the role of leadership in managing innovation and creativity, and processes of futures research. Students will explore forms that organizations may take and the possible interventions that will be appropriate.

#### **MSOD 609. Applied Research Project (4)**

During the course of the program, the student designs and implements an applied project under the supervision of a faculty committee. Guidance is

provided in the design, implementation, and evaluation of the planned change project and in the preparation of the written project report.

**MSOD 611–613. Applied Research Project (2)**

If additional time is needed to complete the MSOD project, students may petition to enroll in this course for up to three additional trimesters (two units each trimester). Continuous enrollment is required until completion of the project.



*Dedicated on September 11, 2003, the Heroes Garden on the Drescher Graduate Campus honors the men and women who died as a result of the terrorist attacks on September 11, 2001. One of the heroes of the ill-fated United Airlines Flight 93 was Thomas E. Burnett, Jr., a Graziadio School alumnus of the Presidential/Key Executive MBA program.*

## EXECUTIVE MBA



*Enhancing strategic leadership skills in a small-class setting prepares Executive MBA students to be more effective in their work environments.*

The Executive MBA (EMBA) program is a 50-unit curriculum that provides a comprehensive framework for the strategic management of business organizations. The central theme of this highly acclaimed program is the development of strategic leadership competencies through a collaborative learning environment. Designed for the experienced practitioner and planned around small-group seminar sessions, this program provides the cognitive knowledge and skills necessary to achieve the following objectives:

- Manage and motivate others in increasingly complex and dynamic organizational environments.
- Access, organize, and analyze important economic and management information.
- Identify and forecast trends and changes in domestic and global markets.
- Develop functionally integrated business and organizational plans in pursuit of strategic goals.
- Make strategic decisions, operationalize strategic plans, and provide strategic leadership.

## **Key Features of the Executive MBA Program**

The EMBA is an integrated program designed to provide synergy across content, delivery, experiential and cognitive learning, and real-world application. Its content is organized around five trimesters:

- Leading People in Changing Organizations
- Managerial Control and Financial Management
- Global Economics and Information Systems
- Strategic Marketing and Global Business
- Strategic Management in Competitive Global Environments

In addition, many core topics run through the entire program and do not always take place within the confines of a single trimester. For example, the themes of values-centered leadership and ethics are explored within each module; other topics are covered in segments during the 20-month program. Students enroll each trimester in ten units of courses that meet on weekends (usually, Friday afternoon and evening and Saturday morning and afternoon) either five or six times per trimester at two- or three-week intervals. Students are enrolled continuously until the program is completed. On occasion, classes are held over an extended weekend session. The program begins with a four-day effective executive residential workshop and also includes an eight-day international residential session held at locations of emerging importance in global business. At the end of each trimester, students undertake applied research projects which provide them with the opportunity to apply the knowledge and skills acquired in that trimester to a business or industry of their choice, thus allowing Executive MBA students the opportunity to customize the program to businesses and/or industries of their choice. In the final trimester,

the strategic management capstone project provides a means of applying the concepts and knowledge gained in the program to a substantive strategic analysis of a real-world business opportunity or problem.

To offer an effective and compelling learning experience, several innovative and integrating approaches are utilized within the Pepperdine EMBA program to create a robust learning opportunity that surpasses traditional approaches to executive MBA education.

### **A Dedicated Faculty Team**

A core team of six professors plus a class advisor is assigned as a dedicated faculty team to each EMBA cohort class before the program begins. The teaching team meets before the class commences to plan the overall curriculum, identify the specific points of integration, lead the class during the four-day opening residential session, and remain in close contact throughout the entire program.

### **A Class Advisor**

This seventh member of the faculty team attends all class sessions throughout the 20-month period. The class advisor assures that appropriate class preparation and learning progress is maintained by meeting with individuals and learning teams as needed. The advisor also provides continuity throughout the program and helps integrate the content and the experiences across trimesters. Advice is provided to students on how to formulate and complete each trimester's applied research project and the strategic management capstone project.

### **The Effective Executive Workshop**

Each Executive MBA class begins with a four-day, residential effective executive workshop. The workshop provides an overview of the entire program and develops working relationships with the faculty team. The workshop also builds a learning community among the students by developing a shared understanding of learning goals, identifying individual differences, and developing communication and team skills. While the privacy and individuality of the students are respected and valued, students are expected to be willing to examine and learn from their own behavior and the behavior of others in the class.

### **The Cohort as Learning Community**

A great deal of executive-level learning takes place through discussions, collaborative projects, presentations, and sharing of personal experiences. To optimize the participants' diverse styles and learning needs, the class is treated as a learning community in which everyone collaborates to share and affirm new knowledge, learning, and critical thinking. Skills associated with active listening, appreciation and management of individual differences, leadership styles, and learning preferences are developed. Members create and implement a collective vision of an effective learning community that interacts for the duration of the program and typically continues after graduation from the EMBA program.



## **Learning Teams**

Each class cohort forms into learning teams that meet outside of class sessions on a regular basis to dialog, work on team assignments, share learning, and discuss course readings and topics relevant to them beyond the class requirements. Members of an effective learning team are committed to the development of each other's skills, knowledge, and executive leadership. Learning teams are an important part of the learning community. They provide resources for the cohort and each person throughout the 20-month EMBA experience and often continue to meet after graduation.

## **The Applied Research and Strategic Management Capstone Projects**

One of the key requirements for graduation from the Executive MBA program is completion of a series of applied research projects culminating in a strategic management capstone project. Participants will complete one project in each trimester. This integrated series of projects is expected to demonstrate the participant's mastery of program content. The final strategic management capstone project should reflect a capacity to craft and implement an effective business strategy. Because the overall exercise is expected to be multifunctional and to have long-range implications for the organization's future position in the marketplace, participants should have access to organizational data such as marketing, operations, financial, and competitive data. The final strategy document must be data-based and include a summary of relevant literature and other reference materials. The faculty and class advisor will provide individual guidance on the projects.

## **The Business Management Simulation**

The business simulation is typically embedded within the strategic implementation module. Student teams experience a highly dynamic learning experience in which they manage a fictitious firm operating in a dynamic, computer-simulated global competitive marketplace. Students must develop a strategic plan in advance of the simulation and then learn firsthand the consequences of their individual and team decisions on the implementation of their strategic plans. They react to the subsequent responses of the competing firms and to the consequences of changes in global economic, regulatory, social, and political environments. At a more macro level, this highly interactive simulation highlights the dynamics of industry evolution and the development of markets and firms within them.

## **The International Residential Session**

This session involves an eight-day international study tour comprising class sessions, meetings, and site visits held in a region or country that is undergoing significant economic development with substantive implications for U.S. firms. The international residential session includes faculty-directed discussions and interactions with business, government, political, and community leaders. Following identification of the region to be visited, students will be assigned advance preparatory work. The students will apply integrated concepts and

tools from EMBA courses to complete a required cross-cultural analysis embracing economic conditions, competitive strategies, and business practices for effective global business implementation.

### **Values-Centered Leadership**

Consistent with the missions of Pepperdine University (to strengthen lives for purpose, service, and leadership) and the Graziadio School (to develop values-centered leaders for contemporary business practice), the underlying themes of values-centered leadership and ethics will be explored across the entire curriculum. The concept of values-centered leadership will be introduced and developed during the opening workshop and first trimester leadership module and will be subsequently explored and revisited in all modules and activities of the EMBA program.

## **Admission Requirements for the Executive MBA**

1. A bachelor's degree from a regionally accredited four-year college or university is required.
2. A minimum of seven years of professional experience, of which at least two years must be at a significant level of executive responsibility, is required. A completed Work History form must be submitted to the Executive Programs Office as a component of the application portfolio.
3. At least two personal interviews are required: a preliminary interview with an executive programs representative and a final interview with an Executive MBA professor and/or senior administrator.
4. A completed Application for Admission form with a \$100 nonrefundable application fee made payable to Pepperdine University must be sent to the Executive Programs Office.
5. Applicants normally are required to submit the official transcripts of their terminal degrees. However, the school reserves the right to request official transcripts of all previous academic courses.
6. Two letters of nomination and recommendation from senior business associates that objectively assess the applicant's strengths, weaknesses, potential, and suitability for the Executive MBA program are required.
7. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.
8. Access to a strategic business unit's financial, marketing, and operations data is necessary for conducting the strategic management project.
9. All students should have unlimited access to a computer with Microsoft Windows® and Internet connectivity. Additionally, students will be expected, as needed, to have access to Microsoft Office products (i.e., Word®, Excel®, PowerPoint®, Outlook®, and Access®) on that computer. Other software

requirements may be assigned during the course of the program. If a student decides to bring a laptop for school use, the minimum requirements are listed below.

**PC Minimum Requirements:**

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

**Mac Minimum Requirements:**

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

10. The Graziadio School reserves the right to require an applicant to attain an acceptable score on either the Miller Analogies Test (MAT) or the Graduate Management Admission Test (GMAT).

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by published deadlines for admission. While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered official until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of full admission. Admission will be confirmed by a letter from the associate dean.

## **Standards and Measurements of Achievement for Executive MBA Students**

Satisfactory completion of 50 units of course work and faculty approval of all project work is required for successful completion of the Executive MBA program. The maximum time for completion of the degree is eight trimesters. On completion of the fifth trimester, leaves of absence are not permitted; a student must be enrolled continuously until the program is completed.

Registration is for one unit each in the sixth, seventh, and eighth trimesters, if additional time beyond completion of the course work is needed to complete the research project.

Students must maintain a 3.0 grade point average or better throughout the program. Courses in which the quality of work is lower than “C-” must be repeated. Students who wish to repeat a course in which a grade lower than “B” was awarded must petition the Executive MBA Committee which, in turn, will make a recommendation to the associate dean. Courses may be repeated only once; however, in cases where courses have been repeated, both course grades earned remain on the transcript and count toward the cumulative grade point average. Students’ academic records are reviewed at the end of every trimester. If the quality of a student’s work falls below a 3.0 grade point average, the student is placed on probation (warning status), informed of a specific time period in which the quality of work must be raised, and advised of any other conditions for removing the probationary status.

A student may be placed on academic leave for one trimester by the Executive MBA Committee when the student’s academic performance and participation is viewed to be below standard. The student will not be allowed to reenter the program unless all stipulated requirements are satisfied.

A student may be requested to withdraw from the program at any time if, in the view of the faculty, the Executive MBA Committee, and the Graziadio School administration, the student has demonstrated an inability to perform at cohort level, to contribute meaningfully to team-based assignments and activities, and/or to maintain standards of behavior and decorum that are consistent with the University Code of Ethics and the Graziadio School Code of Academic Ethics.

A student is subject to dismissal from the Executive MBA program for any of the following reasons:

- Failure to perform at least at a 3.0 grade point average level in the first trimester of enrollment.
- Failure to perform course work at a cumulative 3.0 grade point average level.
- Failure to perform at a 3.0 grade point average level during a trimester in which a student is on probation.
- Failure to raise average cumulative performance to a 3.0 grade point average level within two trimesters of enrollment after being placed on probation.
- Performing at less than a 3.0 grade point average level in more than two courses.

## Course Requirements for the Executive MBA

The Executive MBA requires 50 units of course work, normally taken in the following sequence:

### Trimester I: Leading People in Changing Organizations

MBAA 670	Understanding Human Behavior in Organizations.....	(4)
MBAA 671	Leading Innovation and Change in Cross-Cultural Environments.....	(4)
MBAA 662	Foundations of Quantitative Analysis.....	(0)
MBAA 681	Applied Research Project I.....	(1)

### Trimester II: Managerial Control and Financial Management

MBAA 672	Quantitative Analysis for Business Operations.....	(4)
MBAA 663	Management Accounting and Control.....	(3)
MBAA 673	Strategic Issues in Corporate Finance.....	(3)
MBAA 682	Applied Research Project II.....	(1)

### Trimester III: Global Economics and Information Systems

MBAA 664	The Impact of the Macro Environment on Business Decisions.....	(2)
MBAA 674	Evaluating Competitiveness of Business Enterprises.....	(4)
MBAA 678	Managing Information Systems for Business Innovation.....	(3)
MBAA 683	Applied Research Project III.....	(1)

### Trimester IV: Strategic Marketing and Global Business

MBAA 690	Contemporary Legal, Regulatory, and Ethical Issues in Business.....	(1)
MBAA 665	Contemporary Marketing Applications.....	(2)
MBAA 675	Strategic Marketing in Competitive Environments.....	(4)
MBAA 677	Business and Management Practices in Global Settings.....	(2)
MBAA 684	Applied Research Project IV.....	(1)

### Trimester V: Strategic Management in Competitive Global Environments

MBAA 676	Crafting Business Strategy.....	(4)
MBAA 679	Planning and Controlling Strategic Implementation.....	(4)
MBAA 685	Strategic Management Capstone Project.....	(2)

Additional trimesters are offered to students for completion of the strategic initiative project:

### Trimester VI

MBAA 686	Applied Research Capstone Project I.....	(1)
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### Trimester VII

MBAA 687	Applied Research Capstone Project II.....	(1)
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### Trimester VIII

MBAA 688	Applied Research Capstone Project III.....	(1)
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## Course Descriptions for the Executive MBA

### Trimester I: Leading People in Changing Organizations

The human side of management is one of the most significant factors in successful management of any organization. In this trimester, the participants learn new skills and enhance their capacity to lead people and manage human issues in complex organizations. Readings, self-exploration, experiential exercises, and interaction with faculty and fellow students provide an opportunity not only to explore, but also to apply principles dealing with an array of current organizational behavior issues.

#### **MBAA 670. Understanding Human Behavior in Organizations (4)**

Complex dimensions of individuals and organizations are explored. Conceptual and experiential approaches to communication, self-awareness, perception, motivation, leadership, creative problem solving, ethics, and social responsibility are examined. Students experience intrapersonal, interpersonal, and group dynamics and learn to apply behavioral theories to issues of human behavior. Leadership style as a determinant of culture, quality, and productivity also is addressed. Culture origins of family background and organization life are thoroughly investigated.

#### **MBAA 671. Leading Innovation and Change in Cross-Cultural Environments (4)**

Building on the foundation laid in MBAA 670 Understanding Human Behavior in Organizations, this course continues the applied behavioral science component of the EMBA degree. The exploration of leadership extends to the management of people and innovations across cultures. A view of American managers abroad as well as the management of diversity in the United States is investigated. Leadership as a determinant of culture, quality, and productivity is further addressed. Culture is thoroughly investigated—both as a phenomenon of organizations and as a composite of people in various countries. Organizational culture as it applies to the implementation of business strategy is investigated, and extrapolations are made about its efficacy to achieve the organization's vision and mission.

#### **MBAA 662. Foundations of Quantitative Analysis (0)**

This course provides an introduction to business research methods and quantitative analysis for business decision making. Topics covered will include defining an appropriate research question to address a management question or problem, exploration techniques, research study design, sampling plans, and data collection. The course also provides an introduction to quantitative data analysis, interpretation of results, and ethical reporting of findings.

#### **MBAA 681. Applied Research Project I (1)**

Applied Research Project I provides students with the opportunity to apply the knowledge and analytical skills acquired through their course work in Trimester I to an appropriate business problem or opportunity of their choosing. Students are encouraged to conduct the series of applied research projects on a single business entity, which provides the opportunity to create an integrated

comprehensive analysis, strategy formulation, and strategic implementation plan that addresses the chosen business opportunity or problem.

### **Trimester II: Managerial Control and Financial Management**

Management decision making requires the use of appropriate tools and techniques for analyzing financial and quantitative data. In this trimester, students examine conceptual models of decision support systems and appropriate technologies to give the executive more practical tools for analytical and creative problem solving. Building upon these tools, students will progress to the management accounting course to acquire knowledge and skills to identify critical performance measures for managing a business. The trimester concludes with a course on the strategic management of financial resources.

#### **MBAA 672. Quantitative Analysis for Business Operations (4)**

The focus of this course is on the application of quantitative analysis techniques to strategic business decision making and the management of production and service operations. Specific analytical tools covered will include forecasting, decision analysis, simulation, linear programming, and project management. These quantitative decision support techniques assist managerial decision making in the dynamic and highly competitive world of business, including applications to finance, marketing, engineering, manufacturing, quality, service, and human resource problems.

#### **MBAA 663. Management Accounting and Control (3)**

This course provides students with an understanding of the management accounting tools and techniques used to generate information for management decision making and control. These tools include ratio analysis, common size statement analysis, and trend analysis. The course also will cover the application of these and other analytical tools to understanding and interpreting financial statements.

#### **MBAA 673. Strategic Issues in Corporate Finance (3)**

Students use technology in the classroom and outside the classroom to analyze a variety of financial issues. In the classroom, the students use laptop computers to perform hands-on analyses of real-world financial issues. The Internet is used to download a variety of financial data and Excel® templates used in the classroom. In a team project, the students use a computer-based simulation to make a series of financial decisions on internal versus external financing, debt versus equity financing, inventory levels, sales and profit projections, and asset allocation. During the course, the students also work in the following areas of finance: currency translation of multinational financial statements, cash flow, working capital management, financial forecasting, capital budgeting, and lease versus buy analysis.

#### **MBAA 682. Applied Research Project II (1)**

Applied Research Project II provides students with the opportunity to apply the knowledge and analytical skills acquired through their course work in Trimester II to an appropriate business problem or opportunity of their choosing.

Students are encouraged to conduct the series of applied research projects on a single business entity, which provides the opportunity to create an integrated comprehensive analysis, strategy formulation, and strategic implementation plan that addresses the chosen business opportunity or problem.

### **Trimester III: Global Economics and Information Systems**

The focus of this trimester is on providing a detailed examination of market and economic factors that are critical to the strategic planning process from both national and international perspectives. Students explore the ways in which key decisions are influenced by market and economic considerations and how firms market products and services to serve customers in different industrial and market settings. Students learn how to forecast the impact of fluctuations in economic and market variables (i.e., demand, pricing, and promotion) for performance in competitive markets.

#### **MBAA 664. The Impact of the Macro Environment on Business Decisions (2)**

This course is concerned with how the macro environment directly and indirectly impacts contemporary business decision making. While special emphasis is given to macroeconomics, other environmental factors such as technology, social behavior, and political and legal trends also are studied.

#### **MBAA 674. Evaluating Competitiveness of Business Enterprises (4)**

This course is concerned with the examination of the macro environment, which includes the influences of economic, political, social, technological, and legal forces as a foundation for strategic management in a multinational arena. Students appreciate the changing dynamics of the structure, conduct, and performance of domestic industries in preparation for understanding foreign country risk analysis and international business activities. Business production; the management of cycles, trends, and forecasts; as well as the role of government are studied within a changing domestic and global perspective of capitalism. Students learn to perform comprehensive analyses of business decisions, for example, pricing products and forecasting, and how to study industry performance and market responses of organizations under varying environmental conditions. The impact of social philosophies and government policies in the business environment also is examined.

#### **MBAA 678. Managing Information Systems for Business Innovation (3)**

This course aims to provide students with an understanding of the nature of IT-based information systems and how firms can gain competitive advantage by using information systems to enable business innovation through redesign of product and service offerings, business and organization processes, and organization structures. The course also will provide students with the knowledge and skills to effectively manage the acquisition, implementation, and use of information systems to bring about business innovation.

#### **MBAA 683. Applied Research Project III (1)**

Applied Research Project III provides students with the opportunity to apply the knowledge and analytical skills acquired through their course work in Trimester III to an appropriate business problem or opportunity of their choosing.



Students are encouraged to conduct the series of applied research projects on a single business entity, which provides the opportunity to create an integrated comprehensive analysis, strategy formulation, and strategic implementation plan that addresses the chosen business opportunity or problem.

### **Trimester IV: Strategic Marketing and Global Business**

In the penultimate trimester of the EMBA program, the students continue to integrate the concepts and management tools they have studied thus far. In particular, the trimester focuses on the application of this accumulated learning to the competitive and strategic challenges of contemporary marketing in both the domestic and the global environment. The students will gain firsthand experience of the international marketplace through participation in an eight-day visit to Europe, Asia, or Latin America; this session requires the students to complete a cross-cultural project embracing conditions, strategies, and practices in global business management. In addition, the trimester incorporates a two-day ethics and law session during which the students explore and assess concepts of morality, ethics, social responsibility, law, and criminality. Particular emphasis is placed on the consequences of executive conduct and decision making.

#### **MBAA 690. Contemporary Legal, Regulatory, and Ethical Issues in Business (1)**

This course offers students a framework for understanding the intimate connection between ethics, law, and regulation in business environments. The course aims to provide a solid grounding in the fundamental ethical and legal principles that business executives must know to successfully conduct business to avoid increasingly severe criminal and civil sanctions and attendant negative publicity. Topics that will be covered include an overview of the U.S. legal system and an analysis of the fundamental ethical and legal principles of U.S. and international business law. Students will be encouraged to scrutinize their own personal and business conduct and that of their organizations to determine whether both they and their organizations are complying with the ethical and legal standards of the 21st century.

#### **MBAA 665. Contemporary Marketing Applications (2)**

This course addresses strategic marketing in competitive environments by examining the application of the strategic theories and concepts covered earlier. Tactical responses to challenges in the areas of product development, pricing, promotion, and distribution will be examined.

#### **MBAA 675. Strategic Marketing in Competitive Environments (4)**

This course explores the cost and value of acquiring, servicing, and retaining global customers. It begins with a thorough understanding of customer segmentation, profiling, and purchase behavior. Using the framework of the marketing mix, it moves on to coordinating pricing, advertising and promotion, and sales and distribution. In the final session, the course explores the strategic role of marketing, from new product development to managing cross-functional relations, as well as the impact of marketing practices on the social system.

**MBAA 677. Business and Management Practices in Global Settings (2)**

This course focuses on tools and techniques to develop and sustain a long-lasting global competitive advantage. It offers the students firsthand experience in international business and management. The students travel abroad for eight days and are provided opportunities to interact with business executives and country officials. The class will examine practices that lead to effective implementation and management in a variety of challenging environments. Culture, economy, marketing, finance, operations, and technology-enriched dimensions of building globally and locally competitive business enterprises are explored. Issues relating to global implementation of the grand strategy along functions (i.e., finance, marketing, human resources, operations) and lines of business are studied. Single- and multi-business organizations, multinational organizations, new ventures, alliances and partnerships, as well as established organizations in a variety of global industries are studied.

**MBAA 684. Applied Research Project IV (1)**

Applied Research Project IV provides students with the opportunity to apply the knowledge and analytical skills acquired through their course work in Trimester IV to an appropriate business problem or opportunity of their choosing. Students are encouraged to conduct the series of applied research projects on a single business entity, which provides the opportunity to create an integrated comprehensive analysis, strategy formulation, and strategic implementation plan that addresses the chosen business opportunity or problem.

**Trimester V: Strategic Management in Competitive Global Environments**

In this final trimester of the EMBA program, the students learn to view critical strategic issues of the firm from a senior executive's perspective and think and implement strategically. The trimester has four streams of activities: crafting the grand strategy, implementing the strategy, strategic management simulation, and strategic management project. The crafting strategy stream focuses on integrating concepts and lessons learned in prior trimesters, learning new strategic concepts, generating and analyzing strategies, and developing superior strategies and the grand strategy in a global environment. The second stream focuses on the opportunities and challenges in implementing the grand strategy. Students learn concepts and practical methods of implementation. This involves learning how to design enabling organizational structures, processes, and measures for effective alignment of performance to the strategy. The third activity involves students conducting a strategic management simulation, which highlights key aspects of managing a company in an evolving industry and changing environment. The fourth stream requires students to prepare and complete their capstone strategic management projects. They integrate and build on this and previous courses' concepts and apply them to their firms in their strategic management projects.

**MBAA 676. Crafting Business Strategy (4)**

This course introduces a process for conducting strategic analyses (including SWOT) that integrates and extends what has been learned in previous trimesters. The process is applied using case studies of different business organizations in different industries, giving students an opportunity to assess strategic decision making in a variety of environments. Students examine the differences in business, corporate, industry, and global strategies as well as strategic options within each type of strategy. They develop a solid understanding of how to create strategic options and craft a grand strategy, which embodies, integrates, and synthesizes multiple types of strategies. It examines the link between strategy and structure and explores design choices for building and sustaining core competencies to effectively and efficiently implement the strategy under differing external conditions. Issues relating to management of alliances and partnerships are examined. Concepts and tools for managing external and internal interrelationships and cross-impacts of businesses, functions, and processes are introduced. Included is a study of how organizational structure and processes progressively evolve during their stages of development from start-up entrepreneurships to mature, complex global systems.

**MBAA 679. Planning and Controlling Strategic Implementation (4)**

This course continues concepts and applications that were developed in MBAA 676 Crafting Business Strategy, provides students with a framework for planning and control of implementation, and demonstrates how such a framework is derived from the organization's grand strategy. The course examines ways in which a grand strategy can be implemented through the design of effective business models, virtual organizations, key functional areas, departments, and organizational units. Topics include developing integrated strategies and plans at business unit and functional (finance, marketing, production, R&D, human resources, etc.) levels. Students explore alternative future scenarios and consider contingency operational plans in an era of hypercompetition, globalization, disruptive innovation, and economic and political uncertainties. Approaches to performance management, rewards, measurement and control systems, and change management are explored and applied. The role of the leadership in creation of an adaptive corporate culture for effective implementation of the grand strategy is examined. The course applies the concepts to the EMBA strategic management project.

**MBAA 685. Applied Research Capstone Project (2)**

Applied Research Capstone Project provides students with the opportunity to apply the knowledge and analytical skills acquired through their course work in Trimester V and to integrate the applied research projects completed in previous trimesters into an integrated comprehensive analysis, strategy formulation, and strategic implementation plan that addresses a chosen business opportunity or problem.

**MBAA 686–688. Applied Research Capstone Project I–III (1)**

If needed, students continue work on the applied research capstone project until completed.

**MBAA 699. Graduate Directed Studies**

Directed study is based on guided reading and independent research, supervised by one member of the faculty.



## MBA FOR PRESIDENTS AND KEY EXECUTIVES



*The P/KE program enables senior-level executives from diverse industries to improve their strategic leadership skills.*

The Presidential/Key Executive (P/KE) program offers senior executives and entrepreneurs a complete framework for integrating the strategic and successful management of an organization. It incorporates appreciation for key executive roles and responsibilities in a changing environment. The program helps executives enhance the leadership competencies, knowledge, environmental sensitivity, analytical tools, and implementation skills necessary to

- Effectively lead and inspire high-level performance.
- Anticipate opportunities and challenges in hyper-business environments and assess the likelihood of their occurrence and their impacts on the organization.
- Create and balance bold visions with effective strategy and efficient implementation.
- Demonstrate appreciation for corporate and cross-national cultures and their impacts on strategic and tactical implementation in global competition.
- Ensure ethical fulfillment of the customers' and stakeholders' needs.
- Integrate the individual and learning community experiences of the P/KE program for leadership effectiveness in business, community, and life.

This 20-month program usually meets on one Friday and Saturday every three to four weeks from 8 a.m. to 5 p.m. each day. Class size is kept small (about 18 to 25 carefully selected participants). Each class member experiences the program within a cohort, thereby providing an energized environment for the development of a unique learning community experience. Participants commit to the entire program as scheduled. Only in special hardship circumstances may participants obtain permission from the P/KE Program Committee to complete their studies with a subsequent class.

## **P/KE MBA Program Content Outline**

The P/KE program offers an integrated learning opportunity. It is designed to develop synergy across content, delivery, experiential and cognitive learning, and real-world application. Its content is developed around several meta-themes. Coverage of these themes does not always take place within the confines of one university trimester. Topics such as ethics are continuous; others are pulsed or covered in segments during the 20-month program. To offer an efficient and compelling learning experience, several integrating approaches are utilized.

### **Dedicated Faculty Team**

Five professors and a class advisor are identified before each cohort begins. They meet before the class commences for planning purposes, meet the class up-front during the four-day kickoff session, and then remain in contact throughout the entire program.

### **The Class Advisor**

This sixth faculty member attends all class sessions throughout the 20-month period and provides continuity throughout the program. The class advisor

assures that appropriate preparation and progress is maintained by meeting with individuals and learning teams between weekend class sessions when necessary. The advisor helps integrate the content and the experience of each cohort and advises the students on conducting and completing their strategic management projects.

### **Strategic Management Project**

The project has deliverables within each segment of the program. Students apply course content and materials from each program segment to their respective organizations. At the conclusion of the program, the students integrate all course content into a strategic management document. This project is primarily an academic document similar to a thesis. It attests to the students' mastery of MBA subjects and to their skill in integrating and applying subject mastery within their organizations.

### **Learning Teams**

Each class cohort forms into learning teams that meet on their own on a regular basis outside of the class to dialog, work on team assignments, share learning, and discuss other readings and topics relevant to them beyond the class requirements. Members of an effective learning team are interested in the development of one another's skills, knowledge, and personal and professional growth. Learning teams multiply and enrich the resources of the cohort and each person throughout the 20-month P/KE experience and often continue to meet after graduation.

## **P/KE MBA Program Content Themes**

### **Theme 1: Visionary Leadership for Organizational Change**

Based on research into the needs and learning patterns of senior executives, participants are taught new skills to equip them for enhanced performance in the role of a visionary corporate leader. The theme begins with the effective executive workshop in which a learning community—complete with a student-generated learning contract—is established. The learning community will serve as a container, a context, and a catalyst for the personal and professional development of each student.

Using General Systems Theory as a framework and drawing on established research and theory in the behavioral sciences, this theme continues through emphasis on the following topics: personal/executive presence, interpersonal influence patterns, principles and practice of team formation, facilitation competencies, clinical/observational approaches to organizational culture diagnostics, developing leadership competencies, managing people through facilitated shifts in corporate culture and change, visioning to create a desired future, and professional and career development planning.

In addition, the groundwork is laid for a solid start on the strategic management project (further discussed under Theme 7 below) by participation in Project Day. To further support the students' individual learning efforts, spouses and significant others may be invited to this workshop weekend to orient them to

what the students will be experiencing during the program and to explore ways that they can create a supportive environment during the term of study.

### **Theme 2: Macro-environmental Influences on Organizational Decision Making**

During this theme, discussion will examine the basic concepts of consumer and producer behavior in competitive and monopolistic markets and consider these concepts in the development of corporate policy. Topics include tax incidence, profit maximization, price discrimination, wage and salary determination, rent controls, and international trade restrictions. In addition, concepts, techniques, and fundamentals of international and national economics of business are examined. These aspects of study provide a foundation for the later development and expansion of thought during the themes in which the maximization of customer value and various strategies are developed. Theme 2 further develops the foundation for management in multinational environments, and an examination is made of trends in trade and international payments. Important international, cultural, political, economic, and legal issues also are examined, with a focus on their effects on international pricing, financial policies, and investment strategies. Ongoing attention will be given to the student's strategic management project.

### **Theme 3: Acquisition and Management of Organizational Resources**

This theme explores financial and other resources available to the executive. Available accounting data will be examined; in particular, students will learn to use accounting statements as effective management tools for coordinating managerial and organizational activities. Students will be taught to analyze business situations and develop strategies in terms of financial variables. Issues explored in depth include sources and costs of capital; tax strategies; financial and capital structure; capital budgeting; valuation and portfolio analysis; dividend policy; and ratio, break-even, and cost/volume profit analysis. Participants will learn how to apply modern decision modeling, probability theory, linear programming, and other quantitative tools. Central throughout this theme will be consideration of the ethical issues faced while responding to the desires of multiple stakeholders: stockholders, employees, customers, suppliers, and community. Ongoing attention will be given to the student's strategic management project.

### **Theme 4: Maximizing Customer Value**

This theme will examine the firm's opportunities for improving sales, profit, and customer satisfaction performance in its current product/market via efficient use of the marketing mix, strategic analysis of new product/marketing offerings, and planning and managing the interface issues between marketing and other organization functions. The cost and value of acquiring, servicing, and retaining customers will be explored. Software will be used to facilitate the research and modeling of business practices. Particular attention is paid to strategic advantages flowing from building and exploiting enhanced customer information. Further emphasis will be placed on ways in which telecommunications and technology are transforming the development



of global products and services, pricing programs, advertising and promotion, and distribution tactics. Further examination will take place around the benefits gained from aligning the entire organization behind customer satisfaction and the ethical issues raised in shaping—as well as responding to—our contemporary world. Ongoing attention will be given to the strategic management project.

### **Theme 5: Creation of Global Strategic Advantage**

This theme will build on strategic thinking and strategic analysis to formulate the grand strategy. Using the concepts and knowledge gained in prior themes, emphasis will be placed on the techniques for analyzing present strategies and generating alternative strategic choices. The grand strategy will be based on the development and integration of underlying strategic components of corporate, business, industry, and global strategies of the firm. These strategies take into account the probability of growth and success, given the stage of industry evolution and the position of the company globally and within the industry. The use of portfolio analysis for evaluating and achieving a balanced business portfolio also is covered. Globalization, diversification, and vertical integration options at the corporate level are explored, along with entrepreneurship and intrapreneurship. Ongoing attention will be given to the student's strategic management project.

### **Theme 6: Implementation of Grand Strategy in a Dynamic Environment**

The implementation theme will extend the strategic management theme of the P/KE program to its logical, practical, and desired conclusion. It will begin with a review and test of the grand strategy and its components for successful implementation. The relationship between strategy and organizational processes and structures will be studied, and design alternatives for implementing the grand strategy also will be explored. Functional (marketing, finance, technology, etc.) and business unit strategies for implementation of the grand strategy will be cascaded into realistic operational plans. Performance management, reward, and control systems best supporting effective and efficient implementation of the grand strategy will be considered. Strategic change leadership in a global and technology-driven marketplace will help the firm navigate the dynamic legal/regulatory/economic environment and will build sustainable core competencies for success. Implementation topics are applied to real-world business situations and cases. Ongoing attention will be given to the student's strategic management project.

### **Theme 7: Integrative Experiences**

The primary individual integrative experience in the P/KE program is the student's strategic management project. Within the first few months of the program, each student must develop a project outline, describing the institution that will be studied, methods of collecting data, and the ultimate value to the individual and institution. On Project Day, the outlines are presented to the complete faculty team for review and refinement. With the guidance of the class advisor and a faculty subcommittee, each participant then implements the study, with periodic deliverables, demonstrating the participant's capabilities of applying all that is being learned in the program.

The final product will include analyses of internal and external environments; generation, evaluation, and selection of strategic options; development of a grand strategy; and implementation of appropriate and integrative functional and operational strategies, design, performance management, and controls to achieve desired results. During the final stages of the program, the class advisor and the faculty subcommittee review each student's strategic management project. Special attention is given to research techniques, application and integration of material learned and mastered, format, and presentation of the project in accordance with accepted research and academic standards. When necessary, students may be allowed a maximum of three additional trimesters to complete a satisfactory project.

## **Class-Wide Integration Experience**

In addition to the individuals' focused strategic projects, there are three class-wide experiences that contribute to integrating and assessing what has been learned to date. One is a class session incorporating the full faculty team in which each student in turn presents a detailed overview of the individual strategic project. It is expected that the student will outline the background and supporting rationale for the project, examine the key findings, and lay out the intended strategic and implementation conclusions reached. The faculty team has the opportunity to raise questions, seek clarifications, and make suggestions from both an academic and a business perspective as the student prepares for the final phase of writing and submitting the strategic project.

An additional experience is an international session, occurring approximately one year into the program. The class travels overseas to visit world-class commercial and industrial facilities and meet with business, government, and community leaders. The accompanying faculty focus attention on the integration of course work in an international environment with emphasis on understanding the complexities of globalization.

Finally, the third integrative experience is an ethics module. Ethical business practices and personal ethical behavior are woven through all class themes and discussions, in harmony with both responsible teaching practices and the values of both the Graziadio School and Pepperdine University. Students are given an opportunity to examine both business practices and their own behavior.

## **Admission Requirements for the P/KE MBA**

1. A bachelor's degree from a regionally accredited college or university is normally required for admission. Applicants with exceptional business experience, a demonstrated base of appropriate knowledge and skills, and evidence of academic preparedness for successful completion of the P/KE program will be considered for admission. Such candidates may be required to attain an acceptable score on the Miller Analogies Test (MAT) or the Graduate Management Admission Test (GMAT) and to complete preparatory course work.
2. A minimum of ten years of organizational or professional experience and at least one year in a senior executive position are required. A completed Work

History form must be submitted to the Executive Programs Office of the Graziadio School.

3. Two personal interviews are required: a preliminary interview with an executive programs representative and a final interview with a P/KE professor.
4. A completed Application for Admission form with a \$100 check for the nonrefundable application fee made payable to Pepperdine University must be sent to the Executive Programs Office.
5. Applicants normally are required to submit the official transcripts of their terminal degrees. However, the school reserves the right to request official transcripts of all previous academic courses.
6. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.
7. Two letters of nomination from business associates are required.
8. All students should have unlimited access to a computer with Microsoft Windows® and the Internet. Additionally, students will be expected, as needed, to install Microsoft Office products (i.e., Word®, Excel®, PowerPoint®, Outlook®, and Access®) on that computer. Other software requirements may be assigned during the course of the program. If a student decides to bring a laptop for school use, the minimum requirements are listed below.

PC Minimum Requirements:

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

Mac Minimum Requirements:

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

9. The Graziadio School reserves the right to require an individual candidate to attain an acceptable score on either the Miller Analogies Test (MAT) or the Graduate Management Admission Test (GMAT).

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission will be confirmed by a letter from the associate dean.

## **Standards and Measurements of Achievement for the P/KE MBA**

Satisfactory completion of 50 units and faculty approval of a research project are necessary for graduation. Students' academic records are reviewed at the end of every trimester. A student may be placed on academic leave for one trimester by the Executive Programs Committee when the student's performance is viewed to be below standard. The student will not be allowed to reenter the program unless all stipulated requirements are satisfied. If a student is on academic or personal leave, reentry into the program will be subject to review by the Executive Programs Committee regardless of academic standing. Courses in this program are graded credit or no credit.

A student may be requested to withdraw from the program at any time if, in the view of the faculty and Graziadio School program administrators, the student has demonstrated an inability to perform at cohort level, to contribute meaningfully to team-based assignments and activities, and/or to maintain the standards of behavior and decorum reasonably expected of an executive class.

Maximum time for completion of the degree is eight trimesters. On completion of the fifth trimester, leaves are not permitted; a student must be enrolled continuously until the program is completed. Registration is for one unit each in the sixth, seventh, and eighth trimesters, if additional time beyond completion of the course work is needed to complete the research project.

A grade of "IP" (in progress) is assigned to the Project Seminar courses until the research project is complete. If the project is not completed by the eighth trimester from initial enrollment, all "IP" grades received for the Project Seminar courses automatically will default to "NC" (no credit).

## Course Requirements for the P/KE MBA

The P/KE MBA degree program requires 50 units of course work taken in the following sequence:

### Trimester I

MBAK 611	Leadership Challenges for Company Presidents and Senior Executives.....	(4)
MBAK 612	Creating the Future.....	(2)
MBAK 662	Leading Organizational Change.....	(2)
MBAK 671	Project Seminar.....	(2)

### Trimester II

MBAK 621	Industry Analysis and Performance Forecasting.....	(2)
MBAK 622	The Contemporary Global Environment.....	(4)
MBAK 672	Project Seminar.....	(4)

### Trimester III

MBAK 613	Organizational Ethics.....	(2)
MBAK 631	Integrated Financial and Managerial Accounting Systems.....	(2)
MBAK 632	Resource Acquisition and Allocation.....	(4)
MBAK 673	Project Seminar.....	(2)

### Trimester IV

MBAK 641	Modeling the Customer Value Chain.....	(2)
MBAK 676	International Session.....	(2)
MBAK 642	Building Market-Driven Organizations.....	(4)
MBAK 674	Project Seminar.....	(2)

### Trimester V

MBAK 651	Strategic Thinking.....	(2)
MBAK 652	Generating and Analyzing Strategic Options.....	(4)
MBAK 661	Implementing Strategic Decisions.....	(2)
MBAK 675	Project Seminar.....	(2)

Additional trimesters are offered to students for completion of the project:

### Trimester VI

MBAK 677	Project Seminar.....	(1)
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### Trimester VII

MBAK 678	Project Seminar.....	(1)
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### Trimester VIII

MBAK 679	Project Seminar.....	(1)
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## Course Descriptions for the P/KE MBA

### **MBAK 611. Leadership Challenges for Company Presidents and Senior Executives (4)**

Based on research into the needs and learning patterns of senior executives, this course is designed to enhance performance in the role of corporate leader. The course begins with the effective executive workshop, in which a learning community—complete with a student-generated contract—is established. The workshop and subsequent classes will serve as a container, a context, and a catalyst for the personal and professional development of each student. Using General Systems Theory as a framework and drawing on established research and theory in the behavioral sciences, the course will emphasize the following topics: personal presence and the understanding and exploring of interpersonal influence patterns, principles and practice of team formation and facilitation competencies, clinical/observational approaches to organizational cultural diagnostics, and developing leadership competencies.

### **MBAK 612. Creating the Future (2)**

The course solidifies the contract formed in MBAK 611 Leadership Challenges for Company Presidents and Senior Executives and pursues topics such as managing people through crisis and change, visioning to create the future, and professional and career development planning.

### **MBAK 613. Organizational Ethics (2)**

This two-day workshop is designed as a mechanism for further encouraging active consideration of ethical managerial conduct. It offers students a framework for consideration of the implications of unethical and illegal business practices. Students are encouraged to engage in an assessment of their personal and organizational conduct.

### **MBAK 621. Industry Analysis and Performance Forecasting (2)**

The course analyzes the ways firms perform in different market structures and industrial settings. It explores the economic and industry drivers of company performance. Participants will investigate new industrial paradigms, generate alternative scenarios, and extract the implications for the development of the company's strategic business model.

### **MBAK 622. The Contemporary Global Environment (4)**

The course identifies contemporary macroeconomic and regulatory issues and their interface with new opportunities and threats in the emerging technological, socio-cultural, and politico-legal environments of global business.

### **MBAK 631. Integrated Financial and Managerial Accounting Systems (2)**

The course explores accounting data available to executives and the use of statements as tools for coordinating and evaluating managerial decisions. It will cover activity-based costing, capital budgeting, ratio analysis, and other decision modeling tools.

**MBAK 632. Resource Acquisition and Allocation (4)**

The course explores means of raising capital in the global financial marketplace; enterprise valuation and enhancement of stakeholder value; mergers, acquisitions, and other means of growth; financial ethics; and corporate compliance. Quantitative tools such as decision theory and linear programming will be used to improve decision making.

**MBAK 641. Modeling the Customer Value Chain (2)**

The course explores the costs and value of acquiring, servicing, and retaining customers. Software will be used to facilitate the research and modeling of business practices. Particular attention is paid to strategic advantages flowing from building and exploiting enhanced customer information.

**MBAK 642. Building Market-Driven Organizations (4)**

The course pursues the means to respond to the customer options evaluated in MBAK 641 Modeling the Customer Value Chain. It explores the ways technology and telecommunications are transforming the development of global products and services, pricing programs, advertising and promotion, and distribution tactics. It examines the benefits from aligning the entire organization behind customer satisfaction and reviews the role of marketing in shaping as well as responding to the contemporary world.

**MBAK 651. Strategic Thinking (2)**

The course provides participants an understanding of what strategy is, different approaches to conceptualizing and characterizing strategy, and ways to generate added economic value in highly competitive environments. Cases from a variety of businesses and from participant experiences are used to develop a critical sensitivity to the firm and its environment.

**MBAK 652. Generating and Analyzing Strategic Options (4)**

The course continues the ideas developed in MBAK 651 Strategic Thinking, integrating and extending what has been learned throughout the program by developing strategy formulation skills. The process occurs at business, corporate, industry, and global strategy levels of analyses, culminating in the development of the grand strategy. The course includes a variety of topics, including strategic alliances, joint ventures, and competitive and collaborative choices. Students apply the concepts to their companies and case studies.

**MBAK 661. Implementing Strategic Decisions (2)**

The course considers the relationship between strategy and organizational structure and sensitizes participants to the design issues and dynamic processes for bringing about effective implementation of strategy. It looks at appropriate organizational structure and forms (e.g., the virtual corporation) to build core competencies and ways that organizations can begin to intersect the future and anticipate and prepare for change. Topics are applied to real-world business situations and cases.

**MBAK 662. Leading Organizational Change (2)**

Building on the foundation laid in MBAK 611 Leadership Challenges for Company Presidents and Senior Executives in the areas of leadership competencies and diagnosing organizational cultures as part of the process

of organizational change, this course examines leadership qualities and styles as they impact the manager's effectiveness in addressing continual organizational change.

**MBAK 671. Project Seminar (2)**

In this first integrative experience, the student must design, present, and initiate a strategic project that will continue throughout the program duration.

**MBAK 672. Project Seminar (4)**

The student continues work on the strategic project, primarily focusing on collecting data.

**MBAK 673. Project Seminar (2)**

The student continues work on the strategic project, primarily focusing on evaluating the collected data.

**MBAK 674. Project Seminar (2)**

Students work to complete their strategic projects, creating and evaluating options, selecting a strategy, and outlining the implementation plan.

**MBAK 675. Project Seminar (2)**

Students present an oral overview of a refined version of their strategic projects. With the completion of the project and program being imminent, faculty feedback in this course will focus on areas of the project that should be strengthened prior to the student's preparation of the final written version of the project report.

**MBAK 676. International Session (2)**

The course focuses on the integration of managerial decision-making skills in a global setting and includes an international visit. Preparation requires the student to draw on previous course work. Participants will meet with business, government, and community leaders as well as visit commercial and industrial facilities. The impact of diverse economic, political, social, and ethical factors on global business management is examined. In meeting a required cross-cultural academic deliverable, the students will apply integrated concepts and tools from their completed courses.

**MBAK 677–679. Project Seminar (1)**

If needed, students continue work on the strategic project until completed.



## FULL-TIME GRADUATE PROGRAMS



*The full-time graduate programs, held at the Drescher Graduate Campus in the Beckman Management Center, maintain a global business perspective throughout the curricula while emphasizing ethical leadership, communication, and integration of technology in an interactive learning community.*

The full-time graduate programs offer a comprehensive exploration of the principles and functions of management. Students gain conceptual and analytical skills while applying theoretical concepts to authentic management situations. Program focus and length is a function of undergraduate degree, applicable business experience, and desired program emphasis.

Specific full-time graduate degree programs include

- Master of Business Administration (MBA)
  - ◆ 12-month MBA
  - ◆ 15-month MBA
  - ◆ 20-month MBA
- International Master of Business Administration (IMBA)
- Joint Five-Year Bachelor of Science and MBA (BS/MBA)
- Joint Five-Year Bachelor of Science and IMBA (BS/IMBA)
- Joint Juris Doctor and MBA (JD/MBA)
- Joint MBA and Master of Public Policy (MBA/MPP)
- Master of Science in Global Business (MSGB)
- Master of Science in Applied Finance (MSAF)

Students in eligible programs may choose concentrations in Finance, Marketing, Entrepreneurial Management, Leadership and Managing Organizational Change, or Dispute Resolution through an extensive offering of electives in these specific areas.

Offered on the Malibu campus, the full-time graduate programs foster an understanding of all aspects of management in a multicultural learning community with a focus on values-centered leadership. The curriculum emphasizes international business, ethics, teamwork, and written and oral communication skills. With a student body that, in the fall of 2007, included representatives from 31 countries on six continents, the dynamics of the real-world workplace are emulated in team methods, innovative problem solving, case study methods, field trips, and internships.

To educate future managers to become effective business leaders, these programs have set the following objectives:

- To cultivate personal values, integrity, and ethical behavior and to develop a values-centered leadership perspective and philosophy.
- To create effective team players through understanding of team dynamics, development, and applications to enhance success as leaders and managers.
- To improve and enhance students' understanding of business fundamentals through the application of theories in practical business settings.
- To advance and enrich students' ability to communicate successfully by refining their ability to communicate orally and effectively create professional written documents.

A typical class size of 20 to 25 students fosters an in-class atmosphere of seminar-style group dynamics. The community environment encourages collaborative learning. Team assignments are used extensively in most classes to expand the collaborative learning environment, train individuals to function in today's environment, and encourage student contribution and participation in each other's education.

Entering students participate in an off-site communication workshop as part of the Personal Development for Leadership course, providing the skill and experience base for the formation and management of teams in the full-time programs. Continuing orientation activities, in the first two days following the off-site workshop, incoming students participate in a set of exercises to further prepare them for graduate school experience. The academic calendar contains three 15-week trimesters (fall, spring, and summer), each divided into two equal sessions. Students typically enroll in 16 units per trimester using a combination of 2- and 4-unit courses in each session. Class format is a four-hour weekly meeting throughout each session. The intensive curriculum requires a minimum of three trimesters depending on applicable business experience and undergraduate course work. In the MBA final trimester, students enroll in the Strategic Management course. The course provides an opportunity for students to integrate, apply, and enhance the managerial skills and knowledge gained throughout the curriculum.

All students in the full-time programs are members of the Malibu Graduate Business Society. This student organization provides a collective voice in program affairs, works closely with school administration and faculty, and increases student exposure to the practical business environment. Officers are elected at the end of the spring trimester and serve the ensuing three trimesters. An activity fee of \$40 per trimester collected during registration provides funding for this student-run organization.

## **Full-Time Graduate Program Alternatives**

All programs, except the five-year programs, begin in the fall trimester. Extensive descriptions of each alternative and the associated curriculum are provided in later sections.

### **12-Month Full-Time MBA**

This is an intensive program for three consecutive trimesters consisting of 48 units. Students in this program have sufficient applicable work experience (minimum three years) and previous relevant course work to permit completion of this accelerated curriculum in three trimesters. Students admitted to this program also may elect the 15- or 20-month program.

### **15-Month Full-Time MBA**

This program may be completed in four consecutive trimesters consisting of 50 to 60 units. Students in this program have sufficient applicable work experience

but lack previous relevant course work to qualify for the 12-month program. Students admitted to this program also may elect the 20-month program.

### **20-Month Full-Time MBA**

This program is completed in five trimesters consisting of 50-60 units, which includes a Business Internship. Students in this program lack sufficient work experience and previous course work to qualify for the 12- or 15-month programs.

Students enrolled in the 15- or 20-month full-time MBA program may apply to study in another country with a Graziadio School partner university during the fall trimester of their second year of study. A study abroad trimester emphasizes the global nature of the Graziadio full-time programs. Selected students must complete additional requirements associated with this aspect of the program. Students may contact the Full-Time Global Programs Office for additional information and an application process.

### **International Master of Business Administration (IMBA)**

This program is completed in five trimesters consisting of 50 to 60 units depending on undergraduate course work. The curriculum meets the needs of students without undergraduate business preparation or work experience (similar to the 20-month MBA) while providing an intensive international focus. The program consists of two consecutive trimesters participating in the Full-Time MBA curriculum followed by a summer internship in a global organization. A language study course is to be taken in the second trimester in preparation for study abroad in the fall trimester of the student's second year of study. In addition to a trimester abroad, students are required to complete a one-week study abroad session. Tuition for the study abroad session is charged at the same rate as that of the full-time programs. Additionally, students are responsible for the program fee, transportation costs, and living expenses.

The IMBA program immerses students in all aspects of international business and provides an opportunity for students to develop and use foreign language and culture skills within the context of international business. Business, culture, and language studies as well as courses abroad prepare graduates for careers with firms that operate in the global marketplace. Currently, students may choose to study in Europe, Latin America, or Asia.

### **Joint Five-Year Bachelor of Science and Master of Business Administration (BS/MBA) or Bachelor of Science and International Master of Business Administration (BS/IMBA)**

This program is a joint degree in collaboration with the Business Division of Seaver College. Students interested in applying for this program will do so during the junior year of their undergraduate program. The joint degree will allow students to earn the MBA in five years after the completion of 3½ years of study at the Business Division of Seaver College. A minimum of 48 units is required at the Graziadio School. Students will receive both the B.S. and MBA degrees upon the completion of all requirements for the Five-Year program.

Students will take seven semesters of work at Seaver College and four trimesters, beginning in January, at the Graziadio School. Students will be required to complete internships during the summer following their junior year at Seaver College and during the following summer (after the first trimester at the Graziadio School).

Students can also apply for the IMBA program which requires an overseas trimester in the fall of the third year along with a one-week study tour during the second trimester. Study abroad will be completed with a Graziadio School partner university.

### **Joint Juris Doctor and Master of Business Administration (JD/MBA)**

This four-year joint JD and MBA degree program requires 130 units: 48 units of business courses and 82 units of law courses. Applicants for the joint program must apply and be granted admission to both the Graziadio School and the School of Law.

The Juris Doctor and Master of Business Administration (JD and MBA) degree program is a joint program of the Graziadio School and the School of Law. It recognizes the additional skills needed for business people and lawyers alike to be competitive in today's global marketplace and provides the unique opportunity for students to gain the required knowledge to participate in and face the ever-mounting legal problems that arise as American business expands further into the world market.

### **Joint Master of Business Administration and Master of Public Policy (MBA/MPP)**

This three-year joint MBA and MPP degree program consists of 96 units: 48 units of business courses and 48 units of public policy courses. Applicants for the joint program must apply and be granted admission to both the Graziadio School and the School of Public Policy. Students in this program alternate trimesters between the business and public policy schools.

The Master of Business Administration and Master of Public Policy (MBA/MPP) degree program is a joint program between the Graziadio School full-time programs and the School of Public Policy. Pepperdine's philosophy of leadership is one which embraces the highest academic standards guided by sound ethical principles. The joint MBA/MPP degree program provides an enriched leadership experience by focusing on management capabilities, leadership qualities, and a commitment to utilizing the tools of analysis and policy design to effect successful implementation and institutional change.

The Graziadio School Full-Time MBA program is well regarded for preparing students for leadership roles in an expanding global marketplace. The School of Public Policy program, while newer in origin, draws deeply on this nation's ethical and historic roots. Both programs aspire to train students who are willing to strive for academic excellence and moral decisiveness and who are inspired to delve deeply into societal, community, and global issues of management

and leadership. As the Graziadio School prepares students in a comprehensive understanding of global management, the School of Public Policy develops analytic skills of political economics. Both schools nurture ethical and managerial skills of organization development and strategy.

With the concurrent approval of the deans of the Graziadio School and the School of Public Policy, the three-year joint MBA/MPP degree may be pursued by an MBA student with advanced standing. Admission to the School of Public Policy would be separately granted.

A joint master's student must take a minimum of three electives (12 units) in one of the specializations at the School of Public Policy: Public Policy and Economics, Public Policy and American Politics, Public Policy and International Relations, or State and Local Policy. The public policy elective courses selected by the joint degree student to fulfill this requirement must be approved by the joint degree student's faculty advisor in the School of Public Policy.

Students should consult the School of Public Policy academic catalog for elective course offerings and course descriptions. Further information on the public policy curriculum may be obtained by contacting the School of Public Policy.

### **Master of Science in Global Business (MSGB)**

This program is completed in four trimesters with a minimum of 44 units. The program includes a Business Internship in a global organization in the summer following the initial two trimesters. Students in this program generally have a non-business undergraduate degree with limited work experience.

Students complete the fourth trimester of study abroad with a Graziadio School partner university. The study abroad experience enhances the global nature of the MSGB degree. Students may contact the Full-Time Global Programs Office for additional information and an application. Students who perform exceptionally well in the program may apply to transfer to the IMBA after completion of the study abroad trimester and complete the remaining courses needed to qualify for that degree. Tuition for the study abroad trimester is charged at the same rate as the full-time programs. In addition, students are responsible for their own travel costs and living expenses.

### **Master of Science in Applied Finance (MSAF)**

This program is completed in three consecutive trimesters with a minimum of 44 units. Students have the opportunity to select one of three tracks: Financial Accounting, Investments, or Financial Management. The degree is designed to prepare students for entry-level positions in financial services.

An emphasis is placed on economics, quantitative methods, accounting, and finance. Students may choose to do an internship during the summer of the third trimester of the program, thus reducing the number of elective units they take; however, those who do not select an internship would complete the degree with four additional elective units.

## Course Requirements for the Full-Time Graduate Programs

The core curriculum consists of the following courses and exceptions:

No.	Description/Units	12-mo MBA	15-mo MBA	20-mo MBA	IMBA	JD/ MBA
560	Career Seminar (0)	Rx	Rx	Rx	Rx	Rx
574	Business Writing (2)	Rb	Rb	Rb	Rb	Rb
58X	Business, Culture, and Language (0)				R	
590	Integration Seminar (0)	Ri	Ri	Ri	Ri	Ri
591	Financial Accounting (2)		Rw1	Rw1	Rw1	Rw1
592	Economic Concepts (2)		Rw1	Rw1	Rw1	Rw1
593	Applied Data Analysis (2)		Rw1	Rw1	Rw1	Rw1
601	Cost Accounting (2)	R	R	R	R	R
602	Managerial Economics (2)	R	R	R	R	R
603	Information Resources and Technology (2)	R	R	R	R	R
604	Managerial Finance (2)	R				
605	Marketing Management (2)	R				
606	Advanced Financial Accounting (2)					
607	Personal Development for Leadership (2)	R	R	R	R	R
608	Theories and Models of Organization (2)	R	R	R	R	R
609	Quantitative Business Analysis (2)	R	R	R	R	R
610	Marketing Consulting (E2B) (2)					
612	Macroeconomic Analysis (2)	R	R	R	R	R
613	Technology and Operations Management (2)	R	R	R	R	R
614	Finance (4)		Rw2	Rw2	Rw2	Rw2
615	Marketing (4)		Rw2	Rw2	Rw2	Rw2
616	Legal Ethical & Gov. Environment (4)	R	R	R	R	
618	Designing & Managing Orgs (2)				R	
619	Strategic Management (4)	R	R	R	R	R
635	Acct for Multi-Nat'l Enterprises (2)				R	
638	Financial Modeling (2)					
648	The Global Economic Environment (2)					
661	Cross Cultural Management (2)				R	
670	Advanced Statistics (2)					
684	Legal and Regulatory Issues in Int'l Mgmt.					
688	MBA Study Tour (2)				R	
	Accounting Elective (2)	Rs1	Rs1	Rs1		Rs1
	Applied Behavior Analysis Elective (2)	Rs2	Rs2	Rs2		Rs2
	Finance Elective (2)	R				
	Leadership Elective (2)					
	Marketing Elective (2)	R				
	Organizational Management Elective (2)	Rs3	Rs3	Rs3		Rs3
	Free Electives (Number of Units)	(10)	(16)	(16)	(16)*	(8-18)
695	Internships (0)**			R	R	

\* Twelve units are taken at a partner school during the study abroad trimester, and the remaining four units are taken in the final semester at the Graziadio School.

\*\* MSAF students have the option to take MSAF 695 Internship for four units in place of four elective courses.

## Course Requirements for the Full-Time Graduate Programs (Cont.)

The core curriculum consists of the following courses and exceptions:

No.	Description/Units	MBA/ MPP	BS/ MBA 5-yr	BS/ IMBA 5-yr	MSGB	MSAF
560	Career Seminar (0)	Rx	Rx	Rx	Rx	Rx
570	Global Business Seminar (0)				Ri	
574	Business Writing (2)	Rb	Rb	Rb	R	R
58X	Business, Culture, and Language (0)			R		
590	Integration Seminar (0)	Ri	Ri	Ri		Ri
591	Financial Accounting (2)	Rw1			Rw1	Rw1
592	Economic Concepts (2)				Rw1	Rw1
593	Applied Data Analysis (2)				Rw1	Rw1
601	Cost Accounting (2)	R			R	R
602	Managerial Economics (2)	R	R	R	R	R
603	Information Resources and Technology (2)	Rw3				
604	Managerial Finance (2)		R	R		
605	Marketing Management (2)		R	R		
606	Advanced Financial Accounting (2)					R
607	Personal Development for Leadership (2)	R	R	R	R	R
608	Theories and Models of Organization (2)	R	R	R	R	
609	Quantitative Business Analysis (2)	R			R	R
610	Marketing Consulting (E2B) (2)		R	R		
612	Macroeconomic Analysis (2)				R	R
613	Technology and Operations Management (2)	R	R	R		
614	Finance (4)	Rw2				R
615	Marketing (4)	Rw2			R	
616	Legal, Ethical, & Gov. Environment (4)	R	R	R		
618	Designing & Managing Orgs (2)					
619	Strategic Management (4)	R	R	R		
635	Acct for Multinational Enterprises (2)			R		R
638	Financial Modeling (2)					R
648	The Global Economic Environment (2)				R	R
661	Cross-Cultural Management (2)				Rw1	
670	Advanced Statistical Tools (2)		R	R		R
684	Legal and Regulatory Issues in Int'l Mgmt. (2)				R	
687	Study Abroad (12)			R		
688	Study Tour (2)		R	R	R	
	Accounting Elective (2)	Rs1	Rs1	Rs1		
	Applied Behavior Analysis Elective (2)	Rs2				
	Finance Elective (2)		R	R		
	Leadership Elective (2)		Rs4	Rs4		
	Marketing Elective (2)					
	Organizational Management Elective (2)	Rs3				
	Free Electives (Number of Units)	(10-16)	(18)	(16)*		(10-18)
695	Internships (0)**		R	R	R	



## Legend

R	Required
Rx	Student must complete career development requirements before registering for the second year of study.
Rb	Students who score below 5.0 on the Analytical Writing Assessment (GMAT test) automatically are enrolled in 574 in their first fall trimester.
Ri	590 is a zero-unit degree requirement (graded credit or no credit) that all students take once toward the conclusion of the program.
Rs1	Students must take one of 606, 611, or 635. IMBA students must take MBAM 635. Five-Year BS/MBA accounting majors must take 611.
Rs2	Students must take one of 617, 661, 663, 664, 664B, 667, 683 or 685. IMBA students must take MBAM 661.
Rs3	Students must take one of 618, 662A, 694, or 668. IMBA students must take MBAM 618.
Rs4	Students must take one of 617, 618, 661, 663, 664, 667, 668, 683, 684, or 694.
Rw1	Students may waive 591, 592, 593, and/or 603 if they qualify based on prior course work and passing a qualifying examination.
Rw2	Students may waive 614 and/or 615 if they qualify based on prior course work and passing a qualifying examination. Waived students must take 604 and/or 605 and an elective in the waived course's field.
Rw3	Students who satisfy 603 at the School of Public Policy will take an elective in place of the course.



## 12-Month Full-Time MBA Program

Students admitted to the 12-month program must have sufficient work experience and must have recently completed the following undergraduate preparatory courses with a satisfactory grade.

- Macroeconomics
- Microeconomics
- Managerial Accounting
- Financial Accounting
- Managerial Finance (upper division)
- Marketing Management (upper division)
- Statistical Methods

The curriculum for the 12-month MBA consists of four components:

Core Courses .....	34 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Elective Courses.....	14 units
Total Units Required .....	48 units

## Recommended Sequence

<b>Fall Trimester</b>					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	
<b>Session A</b>			<b>Session B</b>		
MBAM 601	Cost Accounting	(2)	MBAM 604	Managerial Finance	(2)
MBAM 602	Managerial Economics	(2)	MBAM 612	Macroeconomic Analysis	(2)
MBAM 603	Information Resources and Technology	(2)	MBAM 605	Marketing Management	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
<b>Spring Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 613	Technology and Operations Management	(2)	MBAM	Finance Elective	(2)
MBAM 609	Quantitative Business Analysis	(2)	MBAM	Marketing Elective	(2)
MBAM	Accounting Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Organizational Management Elective	(2)
<b>Summer Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Applied Behavior Analysis Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	

## 15-Month Full-Time MBA Program

Students admitted to the 15-month program have sufficient work experience but lack undergraduate business courses. The curriculum for the 15-month program consists of the following four components:

Core Courses (depending on courses waived).....	34–44 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Elective Courses.....	16 units
Total Units Required .....	50–60 units

## Recommended Sequence

<b>Fall Trimester</b>					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	
<b>Session A</b>			<b>Session B</b>		
MBAM 591	Financial Accounting	(2)	MBAM 601	Cost Accounting	(2)
MBAM 592	Economic Concepts	(2)	MBAM 602	Managerial Economics	(2)
MBAM 593	Applied Data Analysis	(2)	MBAM 603	Information Resources and Technology	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
<b>Spring Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM	Accounting Elective	(2)	MBAM 612	Macroeconomic Analysis	(2)
MBAM 609	Quantitative Business Analysis	(2)	MBAM 613	Technology and Operations Management	(2)
MBAM 614	Finance	(4)	MBAM 614	Finance (Cont.)	
MBAM 615	Marketing	(4)	MBAM 615	Marketing (Cont.)	
<b>Summer Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
<b>Fall Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM	Applied Behavior Analysis Elective	(2)	MBAM	Organizational Management Elective	(2)
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	

## 20-Month Full-Time MBA Program

Students admitted to the 20-month program lack undergraduate business courses and require additional work experience prior to graduation. The curriculum for this program requires 50–60 units of course work and consists of the following:

Core Courses (depending on courses waived).....	34–44 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Elective Courses .....	16 units
Business Internship* .....	0 units
Total Units Required .....	50–60 units

## Recommended Sequence

Fall Trimester					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	(2)
Session A			Session B		
MBAM 591	Financial Accounting	(2)	MBAM 601	Cost Accounting	(2)
MBAM 592	Economic Concepts	(2)	MBAM 602	Managerial Economics	(2)
MBAM 593	Applied Data Analysis	(2)	MBAM 603	Information Resources and Technology	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
Spring Trimester					
Session A			Session B		
MBAM	Accounting Elective	(2)	MBAM 612	Macroeconomic Analysis	(2)
MBAM 609	Quantitative Business Analysis	(2)	MBAM 613	Technology and Operations Management	(2)
MBAM 614	Finance	(4)	MBAM 614	Finance (Cont.)	
MBAM 615	Marketing	(4)	MBAM 615	Marketing (Cont.)	
Summer Trimester					
MBAM 695	Internship	(0)	MBAM 695	Internship (Cont.)	
Fall Trimester					
Session A			Session B		
MBAM	Applied Behavior Analysis Elective	(2)	MBAM	Organizational Management Elective	(2)
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
Spring Trimester					
Session A			Session B		
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	

*\*20-month students are required to register in MBAM 695 to earn academic credit.*

## IMBA Program

The curriculum for the IMBA program consists of the following:

Core Courses (depending on courses waived).....	34–44 units
Business, Culture, and Language.....	0 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Study Abroad (Electives).....	12 units
Business Internship.....	0 units
Elective Course .....	4 units
Total Units Required .....	50–60 units



## Recommended Sequence

<b>Fall Trimester</b>					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	
<b>Session A</b>			<b>Session B</b>		
MBAM 591	Financial Accounting	(2)	MBAM 601	Cost Accounting	(2)
MBAM 592	Economic Concepts	(2)	MBAM 602	Managerial Economics	(2)
MBAM 593	Applied Data Analysis	(2)	MBAM 603	Information Resources and Technology	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
<b>Spring Trimester</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 614	Finance	(4)	MBAM 614	Finance (Cont.)	
MBAM 615	Marketing	(4)	MBAM 615	Marketing (Cont.)	
MBAM 58X	Business, Culture, and Language	(0)	MBAM 58X	Business, Culture, and Language (Cont.)	
MBAM 612	Macroeconomic Analysis	(2)	MBAM 635	Accounting for Multinational Enterprises	(2)
MBAM 618	Designing and Managing International Organizations	(2)	MBAM 661	Cross-Cultural Management	(2)
<b>Summer Trimester</b>					
MBAM 695A	IMBA Business Internship	(0)	MBAM 695A	IMBA Business Internship (Cont.)	
<b>Fall Trimester (Abroad)</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 686	IMBA Study Abroad Electives	(12)	MBAM 686	IMBA Study Abroad Electives (Cont.)	
MBAM 688	Study Tour	(2)			
<b>Spring Trimester (Abroad)</b>					
<b>Session A</b>			<b>Session B</b>		
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM 613	Technology & Operations Management	(2)	MBAM 609	Quantitative Business Analysis	(2)
MBAM	Elective	(2)	MBAM	Elective*	(2)

\*MBAM 627, 628, 647, 648, 660, or 684

## BS/MBA Five-Year Program

This program is a joint degree in collaboration with the Business Division of Seaver College. The joint degree allows students to earn the MBA in five years after the completion of 3½ years of study at the Business Division of Seaver College and 1½ years of study at the Graziadio School of Business and Management, full-time programs. The curriculum for the joint BS/MBA consists of the following components:

Core Courses .....	24 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Undergraduate Internship .....	0 units
Internship .....	0 units
Elective Courses .....	24 units
Total Units Required .....	48 units

## Recommended Sequence

<b>Summer Trimester (Year 3)</b>					
Required Undergraduate Internship					
<b>Fall Trimester (Year 4)</b>					
Last Trimester with Seaver College					
<b>Spring Trimester (Year 4)</b>					
Session A			Session B		
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
MBAM 602	Managerial Economics	(2)	MBAM 604	Managerial Finance	(2)
MBAM 613	Technology and Operations Management	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM	Accounting Elective	(2)
MBAM 670	Advanced Statistical Tools	(2)	MBAM	Free Elective	(2)
<b>Summer Trimester (Year 4)</b>					
MBAM 695	Internship	(0)	MBAM 695	Internship (Cont.)	
<b>Fall Trimester (Year 5)</b>					
Session A			Session B		
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM 605	Marketing Management	(2)	MBAM 610	Marketing Consulting (E2B)	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
<b>Spring Trimester (Year 5)</b>					
Session A			Session B		
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Leadership Elective	(2)	MBAM	Finance Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)

## BS/IMBA Five-Year Program

This program is a joint degree in collaboration with the Business Division of Seaver College. The joint degree allows students to earn the IMBA in five years after the completion of 3½ years of study at the Business Division of Seaver College and 1½ years of study at the Graziadio School of Business and Management, full-time programs. The curriculum for the joint BS/IMBA consists of the following components:

Core Courses .....	28 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Undergraduate Internship .....	0 units
Internship .....	0 units
Elective Courses .....	8 units
Study Abroad .....	12 units
Total Units Required .....	48 units

## Recommended Sequence

Summer Trimester (Year 3)					
Required Undergraduate Internship					
Fall Trimester (Year 4)					
Last Trimester with Seaver College					
Spring Trimester (Year 4)					
Session A			Session B		
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
MBAM 58X	Business, Culture and Language	(0)	MBAM 58X	Business, Culture and Language (Cont.)	
MBAM 602	Managerial Economics	(2)	MBAM 604	Managerial Finance	(2)
MBAM 613	Technology and Operations Management	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 635	Accounting for Multinational Enterprises	(2)
MBAM 670	Advanced Statistical Tools	(2)	MBAM	Free Elective	(2)
Summer Trimester (Year 4)					
MBAM 695A	IMBA Business Internship	(0)	MBAM 695A	IMBA Business Internship (Cont.)	
MBAM 688	Study Tour	(2)			
Fall Trimester (Year 5)					
Session A			Session B		
MBAM 686	IMBA Study Abroad	(12)	MBAM 686	IMBA Study Abroad (Cont.)	
Spring Trimester (Year 5)					
Session A			Session B		
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM 605	Marketing Management	(2)	MBAM 610	Marketing Consulting (E2B)	(2)
MBAM	Leadership Elective	(2)	MBAM	Finance Elective	(2)
MBAM	Free Elective	(2)			

## JD/MBA Program

The Joint Juris Doctor and Master of Business Administration requires 130 units: 48 units of business courses and 82 units of law courses. The business curriculum consists of four components:

Core Courses (depending on courses waived).....	30–40 units
Career Seminar .....	0 units
Integration Seminar.....	0 units
Elective Courses.....	8–18 units
<b>Total Business Units Required .....</b>	<b>48 units</b>

The first year of study is completed exclusively through either the Graziadio School of Business and Management or the School of Law, with the second-year studies taken at the other school. In the third year of the program, students enroll exclusively in the School of Law in the fall term and exclusively in the Graziadio School in the spring term. The fourth year of study is completed exclusively through the School of Law. The following is an example of the sequence of studies:

### Year 1

Fall	MBA Program.....	16 units
Spring	MBA Program.....	16 units

### Year 2

Fall	JD Program.....	16 units
Spring	JD Program.....	16 units

### Year 3

Fall	JD Program.....	16 units
Spring	MBA Program.....	16 units

### Year 4

Fall	JD Program.....	17 units
Spring	JD Program.....	17 units

**Total            130 units**

## Recommended Sequence

Fall Trimester (Year 1)					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	
Session A			Session B		
MBAM 591	Financial Accounting	(2)	MBAM 601	Cost Accounting	(2)
MBAM 592	Economic Concepts	(2)	MBAM 602	Managerial Economics	(2)
MBAM 593	Applied Data Analysis	(2)	MBAM 603	Information Resources and Technology	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
Spring Trimester (Year 1)					
Session A			Session B		
MBAM 612	Macroeconomic Analysis	(2)	MBAM 613	Technology and Operations Management	(2)
MBAM 614	Finance	(4)	MBAM 614	Finance (Cont.)	
MBAM 615	Marketing	(4)	MBAM 615	Marketing (Cont.)	
MBAM 609	Quantitative Business Analysis	(2)	MBAM	Accounting Elective	(2)
Spring Trimester (Year 3)					
Session A			Session B		
MBAM	Applied Behavior Analysis Elective	(2)	MBAM	Organizational Management Elective	(2)
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	

## MBA/MPP Program

The Joint Master of Business Administration and Master of Public Policy requires 96 units: 48 units of business courses and 48 units of public policy courses. The business curriculum consists of four components:

Core Courses (depending on courses waived).....	32–38 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Elective Courses.....	10–16 units
<b>Total Units Required .....</b>	<b>48 units</b>

The following is an example of the sequence of studies:

	Program	Core	Electives	Total
<b>Year 1</b>				
Fall	MPP Program	16 units		16 units
Spring	MPP Program	8 units	8 units	16 units
Summer	MPP Internship	0 units		
<b>Year 2</b>				
Fall	MBA Program	16 units		16 units
Spring	MBA Program	16 units		16 units
<b>Year 3</b>				
Fall	MBA Program	6 units	10 units	16 units
Spring	MPP Program	8 units	8 units	16 units
			<b>Total</b>	<b>96 units</b>



## Recommended Sequence

Fall Trimester (Year 2)					
MBAM 574	Business Writing	(2)	MBAM 574	Business Writing (Cont.)	
Session A			Session B		
MBAM 591	Financial Accounting	(2)	MBAM 601	Cost Accounting	(2)
MBAM 602	Managerial Economics	(2)	MBAM 608	Theories and Models of Organization	(2)
MBAM 607	Personal Development for Leadership	(2)	MBAM 603*	Information Resources and Technology	(2)
MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	MBAM 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MBAM 560	Career Seminar	(0)	MBAM 560	Career Seminar (Cont.)	
Spring Trimester (Year 2)					
Session A			Session B		
MBAM 609	Quantitative Business Analysis	(2)	MBAM 613	Technology and Operations Management	(2)
MBAM 614	Finance	(4)	MBAM 614	Finance (Cont.)	
MBAM 615	Marketing	(4)	MBAM 615	Marketing (Cont.)	
MBAM	Accounting Elective	(2)	MBAM	Organizational Management Elective	(2)
Fall Trimester (Year 3)					
Session A			Session B		
MBAM 619	Strategic Management	(4)	MBAM 619	Strategic Management (Cont.)	
MBAM	Free Elective	(2)	MBAM	Applied Behavior Analysis Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM	Free Elective	(2)	MBAM	Free Elective	(2)
MBAM 590	Integration Seminar	(0)	MBAM 590	Integration Seminar (Cont.)	

*\*Students who satisfy MBAM 603 at the School of Public Policy will take an elective from MBAM courses.*

## MSGB Program

The curriculum for the MS in Global Business consists of the following:

Core Courses .....	32 units
Career Seminar .....	0 units
Global Business Seminar .....	0 units
Global Business Internship .....	0 units
Electives .....	12 units
Total Units Required .....	44 units

## Recommended Sequence

Fall Trimester					
MSGB 574	Business Writing	(2)	MSGB 574	Business Writing (Cont.)	
Session A			Session B		
MSGB 560	Career Seminar	(0)	MSGB 560	Career Seminar (Cont.)	
MSGB 570	Global Business Seminar	(0)	MSGB 570	Global Business Seminar Series (Cont.)	
MSGB 591	Financial Accounting	(2)	MSGB 601	Cost Accounting	(2)
MSGB 592	Economic Concepts	(2)	MSGB 602	Managerial Economics	(2)
MSGB 593	Applied Data Analysis	(2)	MSGB 609	Quantitative Business Analysis	(2)
MSGB 607	Personal Development for Leadership	(2)	MSGB 608	Theories and Models of Organization	(2)
Spring Trimester					
Session A			Session B		
MSGB 614	Managerial Finance	(4)	MSGB 614	Finance (Cont.)	
MSGB 615	Marketing Management	(4)	MSGB 615	Marketing Management (Cont.)	
MSGB 612	Macroeconomic Analysis	(2)	MSGB 648	The Global Economic Environment	(2)
MSGB	Required elective*	(2)	MSGB 684	Legal and Regulatory Issues in International Management	(2)
Summer Trimester					
Session A			Session B		
MSGB 695	Global Business Internship	(0)	MSGB 695	Global Business Internship (Cont.)	
MSGB 688	Global Business Study Tour (Optional)	(2-4)			
Fall Trimester					
Session A			Session B		
MSGB 687	Study Abroad**	(12)	MSGB 687	Study Abroad (Cont.)	

\*MSGB 613, MSGB 618 or MSGB 661

\*\* Twelve units of electives should be taken at the international partner school; however, if the Global Business Internship is completed overseas, the final 12 units of electives can be completed with the Full-Time Program.

## MSAF Program

The curriculum for the MS in Applied Finance consists of the following:

Core Courses (depending on courses waived).....	24–30 units
Career Seminar .....	0 units
Integration Seminar .....	0 units
Elective Courses* .....	12–20 units
Total Units Required .....	44–48 units

*\*Students have the option to take MSAF 695 Internship for 4 units in place of four elective courses.*

## Recommended Sequence

Fall Trimester					
MSAF 574	Business Writing	(2)	MSAF 574	Business Writing (Cont.)	
<b>Session A</b>			<b>Session B</b>		
MSAF 560	Career Seminar	(0)	MSAF 560	Career Seminar (Cont.)	
MSAF 591	Financial Accounting	(2)	MSAF 601	Cost Accounting	(2)
MSAF 592	Economic Concepts	(2)	MSAF 602	Managerial Economics	(2)
MSAF 593	Applied Data Analysis	(2)	MSAF 604	Managerial Finance	(2)
MSAF 607	Personal Development for Leadership	(2)	MSAF 612	Macroeconomic Analysis	(2)
Spring Trimester					
<b>Session A</b>			<b>Session B</b>		
MSAF 609	Quantitative Business Analysis	(2)			
MSAF 606	Advanced Financial Accounting	(2)	MSAF 648	The Global Economic Environment	(2)
MSAF 635	Accounting for Multinational Enterprises	(2)	MSAF	Finance or Accounting Elective	(2)
MSAF 670	Advanced Statistical Tools	(2)	MSAF	Finance or Accounting Elective	(2)
MSAF	Finance or Accounting Elective	(2)			
Summer Trimester					
<b>Session A</b>			<b>Session B</b>		
MSAF 590	Integration Seminar	(0)	MSAF 590	Integration Seminar (Cont.)	
MSAF 638	Financial Modeling	(2)	MSAF	Finance or Accounting Elective	(2)
MSAF	Finance or Accounting Elective	(2)	MSAF	Finance or Accounting Elective	(2)
MSAF	Finance or Accounting Elective	(2)	MSAF	Finance or Accounting Elective	(2)
MSAF	Finance or Accounting Elective	(2)	MSAF	Finance or Accounting Elective	(2)

## **Elective Courses**

Students in eligible programs have the option to choose a major area of concentration and take 12-14 units of electives in this area and other electives outside the specialization to develop breadth. Students, at their own discretion, may choose to take electives in a variety of fields. Five concentrations are offered currently: Finance, Marketing, Entrepreneurial Management, Leadership and Managing Organizational Change, and Dispute Resolution.

## **Integration Seminar (0 units)**

The purpose of the Integration Seminar is to provide an organized set of activities designed to assist the student in integrating all that is learned and to apply and extend these new areas of development. This program sharpens the student's non-classroom business skills. It provides learning experiences that complement and reinforce the other parts of the curriculum. Each student will enroll in the Integration Seminar toward the conclusion of the program. The main components of this seminar include first week activities, the Pepperdine business symposium, and integration activities.

## **The Business Internship (0–8 units)**

### **MBA**

The Business Internship is designed especially for students with insufficient work experience enrolled in the 20-month program. It is a part of the commitment to a program where students learn by doing throughout the program. The Business Internship normally includes full-time internships taken between the first and second year of the MBA program. It may in some instances include individual projects in companies or part-time experiences. In some cases, students with sufficient work experience will not be required to participate in this program but will be encouraged to do so.

### **IMBA**

All IMBA students are required to complete a full-time Business Internship with a global firm dealing with international issues. The Business Internship is taken between the first and second year of the IMBA program.

### **BS/MBA and BS/IMBA**

Students enrolled in the BS/MBA program have two required internships that are designed to enhance the learning experience for students with insufficient work experience. The first internship is taken during the summer after the junior year of the BS program at Seaver College. The second internship is taken after the first trimester at the Graziadio School. In addition, the BS/IMBA internships must take place at a global firm and deal with international issues.

### **MSGB**

All MSGB students are required to complete a full-time Business Internship. This Business Internship is taken in the summer during the third trimester of study.

## Laptop Requirement

Students will be expected to use a laptop computer to facilitate the learning experience. The Information Technology Department offers support for full-time students' computing needs. In addition to a lab/classroom setup, a computer lab is available which has printers and projection equipment for students to use.

A PC laptop can be supported by the Information Technology Department. Though Mac laptops can be used, they are not supported by the Information Technology Department. Additionally, some courses require Windows-based applications that require a Windows emulator (e.g., Parallels) to run on a Mac.

Before purchasing a laptop, please refer to the bulleted list for minimum requirements:

### PC Minimum Requirements:

- Windows XP Professional Service Pack 2
- Pentium M single-core 2 GHz (or higher) OR Pentium Duo dual-core 1.83 GHz (or higher) processor
- At least 64MB discrete memory or 128 MB shared graphics/video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- USB flash memory—1 GB or higher
- DVD+-RW
- 10/100 Ethernet and 802.11b wireless networking capabilities

### Mac Minimum Requirements:

- Mac OS X v10.5 Leopard
- Apple Boot Camp
- At least an Intel, PowerPC G5, or PowerPC G4 (867MHz or faster) processor
- 64MB DDR video memory
- 1 GB or higher RAM
- 80 GB or bigger (5400 RPM minimum) hard drive
- DVD+-RW
- Airport card built in for networking

## **Admission Requirements for the Full-Time Graduate Programs**

### **MBA Admission Requirements**

1. A bachelor's degree from a regionally accredited four-year college or university with an acceptable grade point average is required.

#### **12-Month Full-Time MBA**

Admission into the 12-month MBA is granted to students with at least three years' work experience plus college credit in the following prerequisite courses: financial accounting, managerial accounting, microeconomics, macroeconomics, statistical methods, finance (upper division), and marketing (upper division).

#### **15-Month Full-Time MBA**

Admission into the 15-month MBA is granted to students with at least three years' work experience who lack the prerequisite course work listed above.

#### **20-Month Full-Time MBA**

Admission into the 20-month MBA is granted to students who lack sufficient work experience and/or the prerequisite course work listed above.

#### **IMBA**

Admission into the IMBA is granted to students with qualifications similar to those of the 12-, 15-, or 20-month student.

#### **JD/MBA**

Admission into the JD/MBA is granted to students with identical qualifications as the 20-month Full-Time MBA requirement and concurrent admission to or enrollment in the School of Law.

#### **MBA/MPP**

Admission into the MBA/MPP is granted to students with identical qualifications as the 20-month Full-Time MBA requirement and concurrent admission to or enrollment in the School of Public Policy.

#### **Five-Year BS/MBA or BS/IMBA**

Admission to the Five-Year BS/MBA or BS/IMBA is granted to students in their junior year at the Seaver College Business Division, Pepperdine University.

2. An acceptable score on the Graduate Management Admission Test (GMAT) taken within the last five years is required. Admission decisions consider previous grade point average, work experience, and test scores, among other factors.
3. Two letters of recommendation must be sent to the Graziadio School Admission Office, Pepperdine University. For applicants who are employed, the letters should be from a supervisor or employer; for applicants who are unemployed, the letters should include one from a professor.
4. A completed Employment Information form must be sent to the Graziadio School Admission Office.

5. A completed Application for Admission form and three typewritten essays, as specified in the application material, with a \$100 check (online application is \$50) for the nonrefundable application fee made payable to Pepperdine University must be submitted to the Graziadio School Admission Office. The application fee is waived for Five-Year BS/MBA or BS/IMBA students.
6. An official transcript with the baccalaureate degree posted and mailed directly by the registrar from the college or university that awarded the undergraduate degree must be sent to the Graziadio School Admission Office. If work toward the undergraduate degree or any graduate work was completed at other colleges or universities, official transcripts from all these institutions also should be submitted.
7. An acceptable score on the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English and who are not graduates of a college or university in the United States. Arrangements may be made to have scores on the TOEFL sent directly to the Office of International Student Services, Pepperdine University, Malibu, California 90263-4392. For an application to take this test, write TOEFL, Box 6151, Princeton, New Jersey, USA 08541-6151, or register online at [www.TOEFL.com](http://www.TOEFL.com). This is not applicable to Five-Year BS/MBA or BS/IMBA students.
8. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.

### **MS Programs Admission Requirements**

1. A bachelor's degree from a regionally accredited four-year college or university with an acceptable grade point average is required.  
Admission into the MS in Applied Finance or MS in Global Business programs is granted to students with recent undergraduate degrees and limited or no work experience.
2. An acceptable score on the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE) taken within the last five years is required. Admission decisions consider previous grade point average, work experience, and test scores, among other factors.
3. Two letters of recommendation must be sent to the Graziadio School Admission Office, Pepperdine University. For applicants who are employed, the letters should be from a supervisor or employer; for applicants who are unemployed, the letters should include one from a professor.
4. A completed Employment Information form must be sent to the Graziadio School Admission Office.
5. A completed Application for Admission form and three typewritten essays, as specified in the application material, with a \$100 check (online application is \$50) for the nonrefundable application fee made payable to Pepperdine University must be submitted to the Graziadio School Admission Office.

6. An official transcript with the baccalaureate degree posted and mailed directly by the registrar from the college or university that awarded the undergraduate degree must be sent to the Graziadio School Admission Office. If work toward the undergraduate degree or any graduate work was completed at other colleges or universities, official transcripts from all these institutions should also be submitted.
7. An acceptable score on the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English and who are not graduates of a college or university in the United States. Arrangements may be made to have scores on the TOEFL sent directly to the Office of International Student Services, Pepperdine University, Malibu, California, 90263-4392. For an application to take this test, write TOELF, Box 6151, Princeton, New Jersey, USA 08541-6151 , or register online at [www.TOEFL.com](http://www.TOEFL.com).
8. International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Admission Office.

The Admission Office will inform the applicant of the status of the application, but it is the applicant's responsibility to be certain that all necessary documents are on file by published deadlines for admission.

While acceptance to the program may allow a student to enroll for 45 days as an Unclassified student, admission to Pepperdine University will not be considered until the application file is complete. No amount of credit taken while on Unclassified Status will assure a student of admission. A letter from the associate dean will confirm admission.

## **Financial Aid Policies**

Financial aid is available to qualified students enrolled in the full-time graduate programs. Students may apply for scholarship and loan programs administered by the Graziadio School by contacting the Financial Aid Office. Awarded scholarships and approved loans are applied only to the trimester for which they are granted; students must be enrolled for the full course load for that trimester. Scholarships are program-specific and a student changing programs after enrollment is subject to scholarship review consistent with the program into which they are transferring. Scholarship recipients are required to maintain a minimum 3.0 cumulative grade point average for the award to be continued in future trimesters. Additional information regarding the policies governing awards and loans may be obtained by contacting the Financial Aid Office. Information regarding all financial aid programs administered by the University may be found in the section of this catalog entitled "Financial Aid."



## Course Loads, Transfer of Graduate Credit, and Waiver of Courses

The full-time graduate programs are designed for full-time students only. Each student enrolls for a full load (16 units) each trimester. A student may move ahead in the curriculum based upon one or both of the following options:

- Successful transfer of courses from other graduate programs.
- Waiver of core courses through prior accepted course work and passing placement exam.

Students who satisfy one or both of these options may enroll in extra electives during their last two trimesters or may elect to take a lighter load (minimum 12 units) during their last trimester only. In instances where schedule conflicts prevent the student's enrolling for a full load, the program director may elect to grant an exception to this policy. Overloads in excess of 18 units per trimester must be approved by the program director.

At the time of application to the program, students may petition to transfer up to two graduate-level courses taken at regionally accredited colleges or universities into the full-time graduate programs. The petition must include course descriptions, syllabi, and other material to assist the Graziadio School's Full-Time Graduate Program Committee in determining whether the proposed transfer is an appropriate substitution for the course. The appropriate faculty member, the department chairperson, and the Graziadio School's Full-Time Graduate Program Committee present the petition to the director for review.

Transferred courses must have been taken within the past five years. Only courses in which grades of "B" or better were earned will be accepted. Accepted transfer courses are shown on the transcript as "credit" only and are not counted in the cumulative grade point average.

## Code of Academic Ethics and Conduct for Students

The Code of Academic Ethics and Conduct for Students at the Graziadio School is an integral part of the educational process. It makes possible an atmosphere conducive to the development of the total person through learning experiences. As an individual is more than intellect, learning is more than academic achievement. It includes achievement in all the qualities of an individual—intellectual, spiritual, ethical, emotional, and physical. The code provides among students, faculty, and administration a spirit of community where such development can take place. Furthermore, it creates a climate of mutual trust, respect, and interpersonal concern where openness and integrity prevail. This code enriches the educational process and encourages the development of a "Pepperdine spirit." This leads to a pervasive sense of pride for and loyalty to Pepperdine University's high standards of academic ethics, personal honesty, and spiritual values.

The code emphasizes the dignity and development of each individual. The code maintains free competition and independent intellectual effort, not tolerating dishonesty, cheating, plagiarism, or abusive behavior in any form. If acts of dishonorable or abusive conduct occur, the code outlines the procedures as well as sanctions to censure such activity.

To be effective, the spirit of the code must be maintained by the school's student community. This requires a genuine sense of maturity, responsibility, and sensitivity on the part of every member. In particular, each member of this community is expected to pursue his or her academic work with honesty and integrity. The code may be found in the "Legal Notices" section of this catalog.

## **Standards and Measurements of Achievement for Full-Time Graduate Students**

The set of achievement measures appropriate for the type of content and course objectives varies by course in the curriculum. Each course syllabus outlines the expected standards of achievement and method of measurement for that course. To graduate, students must, as defined below, satisfactorily complete the curriculum and attend all workshops.

Ordinarily, the maximum time for completion of the degree is five trimesters. If additional time is needed, students must submit a written request to the Full-Time Graduate Program Committee.

A student must maintain a cumulative grade point average of at least 3.0 throughout the program. All the course grades assigned in the program are entered on the student's official transcript and count toward the cumulative grade point average.

A required course in which a grade lower than "C-" is earned must be repeated. Upon approval of the Full-Time Graduate Program Committee, courses with grades lower than "B" may be repeated. However, a course may be repeated only once. In cases where a course has been repeated, both course grades earned remain on the transcript and count toward the cumulative grade point average.

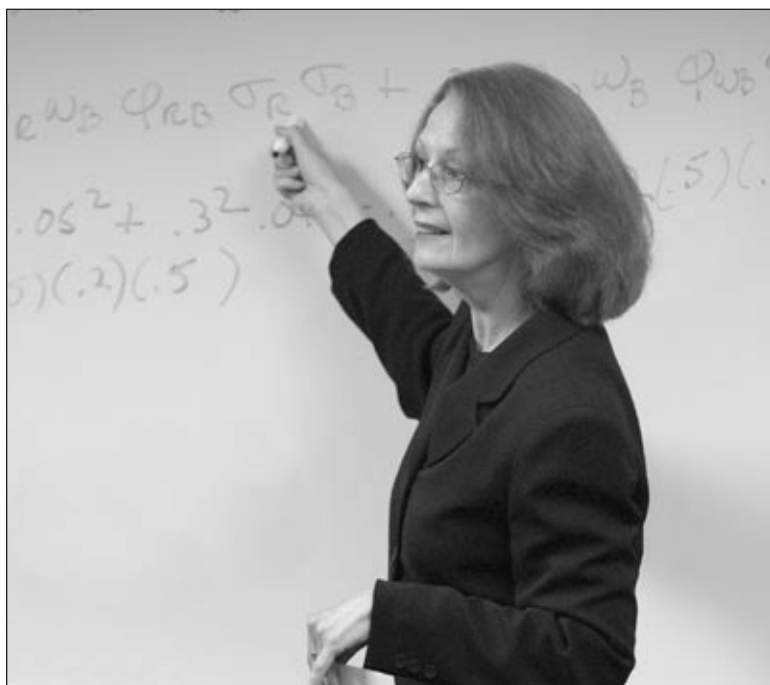
Students' academic records are reviewed at the end of each grading period. If a student's grade point average falls below 3.0, the student is placed on academic probation. Students placed on academic probation shall be informed of any conditions for removing the probationary status. The Full-Time Graduate Program Academic Standards Subcommittee reviews the status of students who are on academic probation on a case-by-case basis.

Students in the study abroad, IMBA, or MSGB programs enrolled at partner schools must achieve a "B" or better in all courses to receive credit for the course. Should a student earn a grade below "B," the student must complete additional electives on campus upon returning from the assignment abroad.

Because students must maintain a minimum grade point average of 3.0 to graduate from the full-time programs, attention to the grade point average is of concern throughout the student's enrollment.

A student is subject to academic dismissal for any of the following deficiencies:

- Failure to earn at least a 3.0 grade point average in the first trimester of enrollment.
- Failure to achieve a cumulative grade point average of 3.0.
- Failure to earn at least a 3.0 grade point average during a trimester in which the student is on probation.
- Failure to earn a minimum grade point average of 3.0 in more than one trimester.
- Failure to raise a deficit grade point average to a 3.0 overall average within the time period specified by the University.
- Failure to earn grades higher than "C+" in two or more courses.
- Making a grade lower than a "C."



*With more than 25 years of research, consulting, and teaching experience in the field of finance, Dr. Peggy Crawford, professor of finance, blends practical and theoretical approaches to financial management decision making in her class.*

## Course Descriptions for the Full-Time MBA, IMBA, and Joint Graduate Programs

### Core Courses

#### **MBAM 550. Professional English Communication Skills for Pre-MBA Students (0)**

This course taken prior to enrollment in the Full-Time MBA program immerses students in the language and culture of the American MBA/professional business environment. The course includes preparation for and practice in conversational skills, critical reading and analysis of MBA-level material, note-taking skills, verbal skills in team interaction and presentations, and writing both MBA and professional business documents. The course includes individualized assessments and assignments based on need, one-on-one conferences, and interactive sessions that model MBA class protocol. This course is graded credit or no credit.

#### **MBAM 551. Mathematics and Statistics Review for Pre-MBA Students (0)**

The mathematics and statistics review has been designed to follow the tutorial review (online or course work) prior to enrollment in the full-time MBA program. Using a mix of lectures, case studies, and practical laboratory experiences, the review seeks to refine the student's technical skills and increase understanding of how information extracted from legitimate data sets can be used to make better managerial decisions. Topics include basic descriptive statistics, simple algebra, graphic analysis of data, applied numerical analysis, and spreadsheet models. This course is graded credit or no credit.

#### **MBAM 560. Career Seminar (0)**

Career Resources is dedicated to connecting students with business opportunities and providing them with the tools and resources to manage their careers. The career management course will consist of a series of sessions and assignments, which will enable students to prepare for each step in their career development from the time they enter the program to their placement at graduation. The required sessions and electives provide opportunities for students to practice career development skills, learn new techniques, network effectively, and interview competitively. The course consists of required and elective sessions, including mandatory one-on-one individual career advising sessions. The course is graded credit or no credit based upon timely completion of deliverables, attendance at sessions, and participation in activities. The syllabus will outline the specific requirements. (The Full-Time Graduate Programs Web site will be used to track student activity.)

#### **MBAM 574. Business Writing (2)**

Business Writing is a 14-week course that focuses on developing critical awareness, skills, and strategies for effective writing at the graduate and professional level. Course content, whenever possible, is linked to courses taken concurrently with Business Writing. Assignments are often those required in current course work. From defining the communication task to editing final

versions, students are actively involved in the process. Evaluation of student writing and presentation skills is ongoing throughout the course to ensure mastery of technique and proficiency levels. Other areas of focus include business terminology, timed writing under test conditions, collaborative writing, peer evaluation, and study skills necessary for successful performance in a graduate business program. The class is graded credit or no credit.

**MBAM 581. Business, Culture, and Language: French (0)**

The purpose of this course is to prepare students to live and conduct business in a French-speaking culture by providing them with an introductory level of French conversational skills and business vocabulary. The course will also provide students with an overview of the important social, cultural, economic, and political norms within the countries of the French-speaking world and address appropriate intercultural differences among European countries.

**MBAM 582. Business, Culture, and Language: German (0)**

The purpose of this course is to prepare students to live and conduct business in a German-speaking culture by providing them with an introductory level of German conversational skills and business vocabulary. The course will also provide students with an overview of the important social, cultural, economic, and political norms within the countries of the German-speaking world and address appropriate intercultural differences among European countries.

**MBAM 583. Business, Culture, and Language: Spanish (0)**

The purpose of this course is to prepare students to live and conduct business in a Spanish-speaking culture by providing them with an introductory level of Spanish conversational skills and business vocabulary. The course will also provide students with an overview of the important social, cultural, economic, and political norms within the countries of the Spanish-speaking world and address appropriate intercultural differences among Latin American countries.

**MBAM 584. Business, Culture, and Language: Mandarin (0)**

The purpose of this course is to prepare students to live and conduct business at a rudimentary level in a Mandarin-speaking culture by providing them with an introductory level of Mandarin conversational skills and business vocabulary. The course will also provide students with an overview of the important social, cultural, economic, and political norms within the countries of the Mandarin-speaking world and address appropriate intercultural differences among Asian countries.

**MBAM 590. Integration Seminar (0)**

The Integration Seminar offers an organized set of activities to assist students in the integration of course content and to apply and extend what they learn in other classes. Delivered by a team of faculty and offered during concentrated periods in the academic year, the components of the Integration Seminar are designed to develop student leadership skills, enhance team building, and increase managerial effectiveness. A student participates in Integration Seminar activities during each semester of enrollment at the Graziadio School. This course is graded credit or no credit.

**MBAM 591. Financial Accounting (2)**

This course, which is for students with no previous study in accounting, presents accounting principles and concepts that provide the foundation for the measurement and communication of financial data. Specific topics include valuation of resources, accounting for debt and equities, income determinants, and analysis of cash flow.

**MBAM 592. Economic Concepts (2)**

Economic Concepts introduces the principles and application of microeconomic analysis. The course fosters students' understanding of, and ability to apply, economic reasoning and decision making to both their personal and professional lives. The course has a strong emphasis on how market economies can affect the welfare of a society. It addresses the role of government in correcting potential failures in a market system including abuses of monopoly power and environmental externalities such as excessive pollution and underfunding of education. Topics include supply and demand, elasticity, production and cost analysis, and competition and monopoly. The course explores ethical dilemmas that people face in a capitalist society and offers guidelines to help values-centered leaders make the right choices in business.

**MBAM 593. Applied Data Analysis (2)**

This course covers the basic techniques of applied statistical analysis beginning with an exploration of the meaning of data. Methods of describing data on individual variables and relationships between variables are covered. Sampling and probability are introduced as a basis for understanding how to infer results from samples to the populations from which they are drawn. These techniques include estimation, tests of mean differences, differences in distributions, and regression.

**MBAM 601. Cost Accounting (2)**

This course places sophisticated tools and techniques in the hands of primary users for making business decisions. Specific topics include cost behavior analysis, cost-management systems, relevant cost analysis, budgeting, performance measurement, and value-based management control systems. Students demonstrate mastery of the course materials through group presentations to the class. Prerequisite: MBAM 591 Financial Accounting or equivalent.

**MBAM 602. Managerial Economics (2)**

The study of managerial economics develops a student's ability to apply economic reasoning to decision making in business. In order for firms to successfully achieve objectives, management must understand the market and economic environment within which the firm operates. This course presents economic theories underlying consumer and producer behavior for less than perfectly competitive market structures. Emphasis is placed on analyzing and understanding strategic market interactions and the use of various pricing practices. The survival and success of a firm depends greatly on whether management recognizes the opportunities and threats existing in and constraints imposed by the market. The course explores ethical dilemmas that people face in firms and markets and offers guidelines to help values-centered

leaders make the right choices in business. Prerequisite: MBAM 592 Economic Concepts or equivalent.

### **MBAM 603. Information Resources and Technology (2)**

This course introduces students to information as a resource for business decision making. Students will become familiar with both organizational information systems and systems that supply external secondary data, focusing on both the informational aspects of these systems and the technology that supports them. Students learn how to conceptualize their information needs; how to locate, retrieve, and interpret data and information; and how to apply this information in making decisions. In addition, students will be introduced to key concepts and technologies involved in collecting primary data including metrics, statistical sampling, and research designs.

### **MBAM 604. Managerial Finance (2)**

The objective of this course is to enable students to employ data provided through corporate financial reporting and from financial markets in analyzing business situations and developing pragmatic problem-solving strategies. Decisions common to financial managers wishing to maximize shareholder value are explored, including ascertaining suitable sources and costs of capital; developing tax strategies; determining optimal capital structure, leasing arrangements, and dividend policy; and valuing potential investments. The interaction of financial managers with financial markets in achieving these objectives is discussed at length. Potential agency problems and their solutions are discussed within the context of ethical management of the firm. Prerequisite: Waiver from MBAM 614 Finance.

### **MBAM 605. Marketing Management (2)**

Students learn to manage the marketing process in the context of the firm's strategies and objectives. Topics to be covered include the marketing management process, marketing organizational structures, analyzing marketing opportunities, selecting target markets, developing marketing strategies, planning marketing programs, budgeting the marketing program, and implementing and controlling the marketing effort. Prerequisite: Waiver from MBAM 615 Marketing.

### **MBAM 606. Advanced Financial Accounting (2)**

This course is intended to enable the student to understand and analyze the more advanced issues relative to financial statements. The students will do in-depth analyses on irregular items in financial reporting as well as each of the dilutive securities and their impact on earnings per share. Accounting for goodwill, its amortization, and the impact on financial statements will be explored. The alternative methods for reporting consolidated income will be explained and their use by public companies will be compared. Other contemporary accounting issues include revenue recognition, contingencies, bond financing, equity investments, and business combinations. Prerequisite: MBAM 591 Financial Accounting.

**MBAM 607. Personal Development for Leadership (2)**

This course focuses on developing a personal leadership effectiveness model. Leadership is explored by examining historical and current models of leadership and by the use of leadership assessment instruments. Students are mentored in the refinement of interpersonal skills. Personal values are explored together with an examination of the function of personal character in leadership. This course is taken in the first trimester and includes a required two-day, off-site, live-in communication workshop. This workshop assists students in understanding their patterns of communicating and relating to others. While the privacy and autonomy of students are respected, students will be expected to look at and learn from their behavior as group members. Students failing to complete the communication workshop will not be permitted to continue in the course. The fee for the workshop is included in the flat-rate tuition, but students are responsible for the cost of room and board for the workshop.

**MBAM 608. Theories and Models of Organization (2)**

This course provides an introduction to the variety of theories and diverse models of organization design and management worldwide, e.g., mechanistic/bureaucratic/economic, human relations, sociotechnical systems, open systems, contingency, political, cultural, and learning/information processing. The basic assumptions and values of each model will be explored, and analytical tools from each will be introduced and practiced. Linkages with national cultural contexts will be made. The impact of these models upon organizations, managers, and workers will be examined, with special attention to organizational structure and processes, management style, and innovation and change.

**MBAM 609. Quantitative Business Analysis (2)**

This course covers techniques of quantitative analysis as applied to business decisions in operations, marketing, economics, finance, accounting, and strategy. Students are introduced to the theory and practice of modern management decision systems and provided with a balanced examination of both quantitative and creative decision-making models. Quantitative techniques include linear and integer programming, allocation and network models, and decision theory (single and multi-period). Spreadsheets, operations models, and computer-based models are used throughout to illustrate decision-making principles. Prerequisite: MBAM 593 Applied Data Analysis or equivalent.

**MBAM 610. Marketing Consulting (E2B) (2)**

Underscoring a focus on “practical and relevant,” this course is designed to provide students with real work experience in integrating and applying core curriculum concepts as they work directly with company executives to resolve a business issue real-time in the classroom. Under faculty supervision, the class—working in teams—will complete a strategic project for an assigned company secured by faculty. Teams will interact with company management as they analyze the company issue and/or opportunity, gather information, and develop recommendations for action. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.



**MBAM 611. Advanced Cost Accounting (2)**

The primary emphasis of this course is consistent with that of MBA 601 Cost Accounting. The course continues with specific topics including advanced issues in cost allocation, responsibility accounting, performance management systems, target costing, investment justification, and multinational accounting issues. Students demonstrate mastery of the course materials through group presentations to the class. Students may elect to take MBAM 635 Accounting for Multinational Enterprises to satisfy this course. Prerequisite: MBAM 601 Cost Accounting.

**MBAM 612. Macroeconomic Analysis (2)**

This course deals with economic theories and social philosophies underlying contemporary issues and policies as they affect the modern business enterprise. The student is familiarized with the concepts and data for the study of aggregate economic behavior. This serves as a foundation for the understanding of monetary and fiscal policy with its impact on the sociopolitical milieu of business and society. The evaluation of economic policy in its historical context also is studied. The student is introduced to the subjects of economic measurement, unemployment, inflation, classical and Keynesian theories, taxation, money creation, the Federal Reserve, monetary policy, deficits, and the public debt. Prerequisite: MBAM 602 Managerial Economics or equivalent.

**MBAM 613. Technology and Operations Management (2)**

This course focuses on the strategic and analytical issues of operations management in the production of both goods and services. The student learns to identify and evaluate the key factors in the design of effective operating systems, including the interdependence of the operations management system and the other key functional areas of the firm. The role of technology in operations management will be covered. Specific topics include total quality management, business forecasting, process technology, planning models, and international and strategic issues in operations. Prerequisite: MBAM 603 Information Resources and Technology or equivalent.

**MBAM 614. Finance (4)**

This course introduces the student to the major issues in corporate finance. The complexities of financial valuation and decision making are investigated by examining the primary areas of concern to the financial manager: the investment or capital budgeting decision, the financial strategy or capital structure question, and working capital management issues. The concepts and theories developed in class are applied to practical, current business situations. Specific topics will include time value of money, valuation of financial instruments, capital budgeting, risk assessment, an introduction to capital markets, the assessment and pricing of risk, capital structure issues, dividend policy, and working capital considerations. This course integrates concepts from accounting, statistics, and economics.

**MBAM 615. Marketing (4)**

This course examines multiple aspects of the environment relevant to the creation and distribution of goods and services, including global, ethical,

political, social, legal, and regulatory issues. The course analyzes how buyer behavior, marketing research, and marketing information systems should both guide development and serve in achieving brand and customer relationship management goals. Also included is the analysis of new product development, pricing, marketing communications, and distribution decisions in market planning and marketing program implementation over the product life cycle. Emphasis is placed on the practical application of marketing concepts to case problems, student employment experiences, and the creation of effective marketing plans.

#### **MBAM 616. Managing Within the Legal, Ethical, and Governmental Environment (4)**

The course examines the impact of the diverse legal, ethical, political, and social forces on domestic and global business operations. Students will explore the historical, cultural, political, philosophical, and religious foundations of the legal and social systems as they relate to the ethical and profit dimensions of the economic complex. Honing critical-thinking skills is accomplished through analysis of the above in relation to policy and implementation procedures inherent to the international and domestic markets. Key to the process is management's understanding of how the legal and regulatory environment impacts most business issues such as employment, competition, and transaction enforcement. Emphasis also is directed to formulating, negotiating, and implementing the business agreement; evaluating the various forms of business ownership; anticipating, neutralizing, and defending against liability; and successfully functioning within the environment of opportunity and constraint.

#### **MBAM 619. Strategic Management (4)**

This MBA capstone course examines strategic management of an enterprise from the chief executive officer's perspective. It builds on all previous MBA courses for formulating, executing, and controlling enterprise-wide strategies for success. The formulation segment of the course includes the study of an enterprise's vision, mission, values, and goals; external and internal assessments; competitive, corporate, industry, and global strategic choices; and formulation of the grand and unifying strategy. Along with formulation, the students learn how to implement the firm's strategy. Implementation topics involve structure and process design; operational and functional (e.g., marketing, finance, operations) strategies and plans; performance management; and change management. Strategic control of outcomes and the alignment of resources, competencies, and deliverables for achieving strategic outcomes are presented. As a capstone course, the integration of previous courses in the program is emphasized and their strategic significance and relationships are highlighted. In addition, current issues such as technology, globalization, sourcing, and other emerging factors impacting the strategic management of the firm are discussed. The ethics and responsibilities of the top executives and their strategic significance on the enterprise and society are discerned. The course utilizes a number of pedagogies including lectures, cases, interactive exercises, presentations, and a strategic management project.

## Elective Courses

*Note: Not all electives are offered every year.*

### **MBAM 617. Creating and Leading Teams (2)**

The focus of this course is on effective team building. Models of the ingredients and processes required to create powerful teams are examined. Personal values and motivational patterns are related to team leadership. Interpersonal issues such as handling conflict and stress are explored. The concepts of corporate culture and organizational change are introduced in the context of team building.

### **MBAM 618. Designing and Managing International Organizations (2)**

This course develops skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of the organization's current situation. Emphasis is placed on using the results of this well-grounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members are explored. A comprehensive understanding of the scope and process of organization change is developed. Prerequisite: MBAM 608 Theories and Models of Organization.

### **MBAM 620. Strategic Issues in Finance (2)**

Selected issues in corporate finance that may vary somewhat over time are covered in this course. Relevant topics include origination, syndication, and distribution of securities issues; the effects of leverage and growth on cash flow; cash flow analysis with emphasis on valuation modeling; expansion through acquisitions, mergers, and joint ventures; bankruptcy and reorganization; defending the firm from takeover; and going private through leveraged buyouts. This course is taken near the end of the program. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

### **MBAM 621. Capital Markets (2)**

The primary emphasis of this course concerns the principles and practice of financial intermediation. Domestic and international aspects of financial institutions and their markets, securities, and the regulatory environment are described, discussed, and analyzed. Specific topics include financial (depository investment and contractual) intermediaries; financial markets (encompassing the money market, stock market, corporate bond market, financial asset options market, commodity futures market, financial asset futures markets, and secondary mortgage markets); and the international financial system. This course includes experiential learning activities with money center and regional banks, savings and loan associations, credit unions, pension funds, life insurance companies, mutual funds, and a regional stock market. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

### **MBAM 622. Management of Financial Institutions (2)**

This course is designed to be useful to managers of firms such as banks, savings and loans, credit unions, finance companies, and insurance companies. Emphasis is placed on asset and liability risk management, capital adequacy,

credit evaluation, and appropriate levels of service. Critical examination of the changing regulatory environment provides strategic perspective on the evolution of individual financial institutions and the competitive balance of respective product and services markets. Prerequisite: MBAM 621 Capital Markets.

### **MBAM 623. Business Valuation (2)**

This course examines methods for measuring and managing the value of companies. Valuation strategies discussed and applied include discounted cash flow, discounted abnormal earnings, comparables (firms and transactions), liquidation, replacement, and book value. These valuation strategies are applied to mergers, acquisitions, and corporate restructuring for domestic and international transactions. Financial strategies and calculation of the cost of capital also are discussed, developed, and applied to valuation problems. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

### **MBAM 624. Mergers and Acquisitions (2)**

The purpose of this course is to study the motives for control transactions and the process by which economic resources are reallocated. Among the transactions studied are mergers, acquisitions, hostile takeovers, going-private transactions (LBOs and MBOs), asset restructuring, and voluntary and involuntary liquidation. Methods for developing takeover defenses also are examined. The influences of the legal and regulatory environment as well as competition in input and product markets are considered in developing a framework for understanding merger waves and industry consolidations. Prerequisite: MBAM 623 Business Valuation.

### **MBAM 625. Modern Portfolio Theory (2)**

This course establishes the foundations for analysis of optimal security selection and procedures for an investor's portfolio of securities. Selection of individual investments is discussed within the context of portfolio creation and risk management. Core concepts in this course include diversification, measures of risk, expected return, and the covariance of returns between securities. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

### **MBAM 626. Equity and Bond Investments (2)**

This course covers the history and evolution of formalized exchanges and analysis of equity and debt contracts. Analytical methods and the theory underlying the evaluation of stock and debt contracts for both short- and long-term performance are studied. The implications of market efficiency are included in the pragmatic analysis of the behavior of price changes through time in speculative markets. Also included is a discussion of appropriate measures of risk in the valuation of claims against the firm as well as bond rating processes. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 627. International Finance (2)**

This course explores the responsibilities of financial managers of multinational firms or firms with international affiliates, suppliers, or markets. Topics emphasized include exchange rate risks and hedging, international payment mechanisms, and financing and trade strategies. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 628. Foreign Exchange and Markets (2)**

This course entails an investigation of the nature of international payments, balance of payments, and foreign exchange markets; a study of alternative international monetary arrangements and the respective adjustment mechanisms; and an examination of trade theory, commercial policy, and selective trade problems of developing countries. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 629. Financing New Ventures (2)**

This course addresses issues related to financing small business enterprises, family firms, and entrepreneurial ventures. Various sources of available financing are examined including commercial banks, venture capital, angels, and government financing. In addition, collateralizing the firm's assets for financing, such as inventory and receivables financing, equipment financing, and real estate financing, is discussed. The Initial Public Offering (IPO) process is examined as a means for growing enterprises to continue by accessing public capital markets. A major focus of the course is creating effective business plans to secure financing. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 631. Tax Implications of Financial Decisions (2)**

General analysis of tax opportunities, tax alternatives, and tax pitfalls as they relate to business decision making and strategic entity structuring are covered in this course. Development of tax planning principles and strategies is applied to pragmatic financial decision making. Focus in applying these principles is on federal income taxation with some integration of estate and gift taxation. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 632. Business Analysis Using Financial Statements (2)**

This course examines the viability of the firm and its strategies within the framework of accounting rules and conventions. Methods of credit analysis, securities analysis, and performance analysis will be developed. Pro forma financial statements for investment decisions also will be created using various forecasting techniques. These principles are applied, in conjunction with information from financial markets, to a variety of managerial decisions including firm valuation, credit scoring and bond ratings, distress prediction, and determining value-enhancing capital structures and financing choices. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 633. Working Capital Management (2)**

This course provides advanced coverage of working capital management and the interrelationship between current assets and current liabilities. Detailed analysis of sources of short-term financing and strategic management of these sources is provided. Other topics include selection of appropriate short-term investments, evaluating trade credit terms and credit scoring systems, establishing banking relationships, collections, and creating cash budgets and forecasting cash flows. Also covered in class discussions are the U.S. financial environment, payment systems, electronic commerce, and their influence on developing optimal cash management systems. This class is designed to help students prepare for the Certified Cash Manager (CCM) professional designation. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 634. The Management of Financial Risk (2)**

The objective of this course is to examine the important financial characteristics of derivative securities such as forward, futures, and options contracts and their roles in managing individual and corporate financial risk. Among the topics explored for each of these securities are the history and evolution of formalized exchanges, the mechanics of each contract, price relationships, and the theory and practice of hedging. Basic valuation concepts as well as applications and strategies will be emphasized. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 635. Accounting for Multinational Enterprises (2)**

This course covers the financial reporting practices of non-U.S. firms in comparison with firms of the United States. Managerial and cost-control practices also are compared for firms from these geographical regions. Students learn to consolidate the results of foreign operations into the reports of domestic corporations, including the effects of foreign currency translation. Prerequisite: MBAM 601 Cost Accounting.

**MBAM 637. Education Investment Fund (2)**

The purpose of this course is to prepare students to become professional money managers. Class topics include financial statement analysis, valuation techniques, fundamental analysis, competitive strategy and industry composition, and portfolio theory and management. Moreover, students will be expected to immediately apply the tools and skills acquired in the classroom in an effort to find equity investments for the portfolio. Thus, the learning process in this class is very applied. In addition to analyzing stocks, making buy and sell recommendations, and managing the portfolio, students will be creating research reports that will accompany presentations to various audiences. This course may be repeated once. Enrollment only upon approval of instructor.

**MBAM 638. Financial Modeling (2)**

Financial Modeling will provide students with an understanding of financial decision making while creating financial models in spreadsheet packages such as Excel®. Through a series of increasingly complex models, the class will expose the student to methodologies and practices that improve the student's

ability to communicate and present complex financial decisions. Prerequisite: MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 639. Debt Securities (2)**

Debt Securities will provide students with an understanding of the rationale, risks, and returns associated with financial leverage. Fundamental credit research, distressed debt analysis, and the dynamics of the high-yield market will be emphasized. In addition, the roles, motivations, methodologies, and skill sets of various participants will be highlighted. Prerequisite: MBAM 604 Managerial Finance or MBAM Finance.

**MBAM 640. Strategic Issues in Marketing (2)**

Marketing strategy involves the commitment, organization, and allocation of a firm's resources in an attempt to achieve sustainable competitive advantages. This course examines both the development and implementation of marketing strategies. The higher order, or abstract, nature of this course demands that students understand the integrative nature of all the functional areas of management. This course is taken near the end of the program. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 641. Sales and Sales Force Management (2)**

The process of effective selling will be examined from both theoretical and practical perspectives. The career opportunities available in sales will be examined. The focus of the course will then shift to the management of the firm's sales force. Sales policy and planning as they pertain to recruiting, selecting, training, leading, and motivating the sales organization will be examined in a global context. Contemporary technological, legal, and ethical issues in sales will be explored. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 642. Marketing Communications (2)**

This course will broadly examine the management of advertising and sales promotions. A lesser emphasis will be placed on the use of publicity as part of a firm's promotional activities. Implementation and evaluation of advertising and sales promotions will be investigated in the broader context of the role of the communication process in marketing efforts. There will be a balance between the theoretical and practical aspects of promotion that will make the course relevant to those interested in careers in advertising agencies as well as those interested in product or service marketing management. The importance of integrating the firm's various promotional activities will be stressed. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 643. Business-to-Business Marketing (2)**

This course is designed to improve the student's ability to resolve issues and discover opportunities in selling to other businesses. There will be broad coverage of current issues in industrial marketing, such as the importance of developing long-term relationships. The topics of distribution, pricing, sales force management, and strategic market and product selection will receive special attention. Other current issues such as just-in-time delivery systems will be discussed. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 644. New Product Management (2)**

Product management is considered in relation to overall marketing planning and management processes. Its relationship to engineering, manufacturing, and financial activities will be examined, with a special emphasis on managing in the context of new products. Recent trends such as the shift in focus away from mass advertising toward sales promotions, trade relations, local area marketing, and sales force management will be examined. The emphasis will be on packaged goods brand management. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 645. Marketing Research (2)**

Realizing that the purpose of research is to improve managerial decision making, this course will provide the student with the understanding and tools needed to design and implement a marketing research program. Beginning with establishing research objectives, it continues by examining the design of research projects, sampling methodology, and data collection. Finally, students learn to secure secondary and primary data, analyze it, and report research findings in a manner useful to managers for decision making. Prerequisites: MBAM 593 Applied Data Analysis or equivalent, MBAM 603 Information Resources and Technology, and MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 646. Technology in Marketing (2)**

This course provides the student with an appreciation of both the strategic and tactical value of integrated marketing information systems in contemporary organizations. Beginning with establishing information needs, it moves on to procedures for building and using a customer database and integrating it into a full decision support system. This will include the review and use of current database marketing software and Internet marketing systems as part of the marketer's efforts to customize its marketing programs to better meet customer needs and interests. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 647. Global Marketing (2)**

The globalization of markets has made an international orientation essential to most firms' marketing efforts. Economic, political, and other environmental changes challenge firms operating in this global arena on a daily basis. This course will examine the unique challenges that a marketer will face in such an environment, such as the dramatic impact on product prices of an uncontrollable element such as fluctuations in exchange rates. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 648. The Global Economic Environment (2)**

The principal objective of this course is to prepare students to better understand the external global macroeconomic environment in order to recognize the opportunities and threats facing firms competing in the global economy. The course will examine contemporary economic issues underlying the global economy and will cover selected economies from the Americas, Asia, and Europe. It will further examine the growth and economic development of



emerging economies such as the BRICs (Brazil, Russia, India, and China). The interplay between economic, social, and environmental issues will be examined. Prerequisite: MBAM 612 Macroeconomic Analysis.

#### **MBAM 649. Marketing New Ventures (2)**

Recognizing that many managers today find themselves working in the context of start-ups or smaller businesses generally, this course will examine the unique marketing challenges present in such circumstances. In addition to examining the marketing of the new venture's products, the use of marketing concepts in efforts at attracting resources, such as financial and human, to the new venture will be explored. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

#### **MBAM 650. Brand Management (2)**

This is a business-to-consumer (B2C) course with an emphasis on fast-moving consumer goods (FMCGs). It reviews what a brand is, why a brand is important, how to nurture and protect a brand, classical brand management, the brand planning framework, laws of marketing, how things have changed, holistic emotional communications, the importance of the consumer, the innovative communications process and ownable brand idea, how all consumers are not the same, and how to be an excellent manager and leader. The students will draw on their oral and written presentation skills and will be highly involved in bringing the course material to life. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

#### **MBAM 651. Pricing (2)**

The objective of this course is to prepare students for addressing strategic and tactical pricing issues and identifying profit-optimizing changes in pricing practices across a range of professional contexts as product managers, business unit managers, and management consultants. This course combines marketing and economics with operations, decision models, and information technology. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

#### **MBAM 652A. Formulating and Defending Marketing Strategies (2)**

This course provides a multifaceted view of strategic marketing and covers two major domains: (1) a conceptual framework and a terminology that aims at reducing the ambiguity of the subject of market strategy and (2) a set of tools and techniques available to the planner or the business decision maker to properly articulate and defend market strategies. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

#### **MBAM 652B. Case Competition (2)**

This course leverages the techniques and methodology addressed in international case competition to provide a practicum in articulating and defending strategic problem solving. Requiring participants to synthesize and articulate in a time-bounded, low-tech, largely oral fashion, the class is designed for managers who expect to have to present in a crisp and articulate fashion during their careers, such as presenting findings and/or making recommendations to a board of directors or group of senior executives. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 653. Marketing Service (2)**

The course offers an examination of the special challenges of managing the marketing function in organizations whose product mix contains services. Special attention will be given to developing an understanding of the integrative nature of the marketing, operations, and human resource management functions in service organizations. This emphasis will be highlighted by the use of a computer-based simulation that requires students to manage a service organization. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 654. Consumer Behavior (2)**

Consumer behavior lies at the crossroads of the marketing, psychology, economics, and anthropology disciplines. It attempts to understand the consumption activities of individuals as opposed to markets. The course will focus on consumer behavior, although much of the theory covered in the course applies to industrial settings. Industrial consumer behavior also will be included, and the application of this discipline to business-to-business settings will be addressed. Prerequisite: MBAM 605 Marketing Management or MBAM 615 Marketing.

**MBAM 660. Strategic Issues in Global Business (2)**

The challenge of leading an organization in the dynamic global economy is explored from a strategic management perspective. Significant issues addressed are globalization of customers, markets, and competitors; changing sources and applications of financial, human, and intellectual resources; evolving organizational and managerial structures; and the increasing impact of technology. This course is taken near the end of the program.

**MBAM 661. Cross-Cultural Management (2)**

This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to “learn culture” using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations, and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

**MBAM 662. Entrepreneurial Start-up Strategies (2)**

In this course, students examine the nature of entrepreneurship, the factors for success in venture creation and growth, and the pitfalls that increase the likelihood of failure. Students become familiar with the research and application literature on new venture planning and implementation. Each participant applies the subject matter by pursuing a project that requires the planning of a new venture. Prerequisite: MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 662A Family Business (2)**

Family businesses are the most prevalent form of organization in the world today. In the United States, family businesses account for approximately half the

GDP with more than 130 Fortune 500 companies falling into this category. Given the dominance of this business model in today's global economy, it is important that all managers understand the unique culture, values, and perspective that family ownership brings to business relationships, partnerships, and strategic alliances. This course will investigate the dynamic interaction between family ownership, corporate governance, and management.

### **MBAM 663. Leadership and Organizational Success (2)**

Based upon the premise that leadership is critical for organizational success, this course investigates the nature of leadership and its role in this success. The principal objective of this course is to prepare individuals to better understand and assume leadership roles. Theories of leadership are tied to case situations using excerpts from classic literature and films.

### **MBAM 664. Organizational Development and Change (2)**

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. Successful organizations adapt through changes in strategies, technology, organizational structure, and the way they utilize human resources. This course will cover the change strategies for individuals, groups, organizations, and between organizations. Topics covered will be traditional organization development and the new areas of transformational change and transorganization development. Prerequisite: MBAM 618 Designing and Managing International Organizations or an organizational management elective.

### **MBAM 664B Organizational Development and Human Resource Management (2)**

This course examines the powerful set of concepts and techniques used in organizations for improving effectiveness in dynamic and changing environments. Study concentrates on linking learning experiences in organizational development and human resource management with assessed competencies judged by experts as essential for graduating business students. This course will deal with issues related to human resource practices such as legal environment, planning, staffing and recruitment, performance appraisal, compensation, succession planning, and workforce planning. This course also examines the concepts of organization practice and general strategies on organizational development; structural organizational interventions; power; politics; effective consultant behavior and techniques; and application in the entrepreneurial, public, and private sectors.

### **MBAM 665. Business Plan Writing (2)**

Good planning is the key to a successful business venture. Students will learn how to craft a business plan for a new venture, both as an investment tool and as an operations plan. Topics covered include financial models, marketing plans, executive summaries, and business plan presentations. Students will be exposed to numerous sample plans and will craft a limited plan of their own as a final project.

**MBAM 667. Change Management (2)**

The pace, the volume, and the complexity of change itself have increased significantly during the last decade, and the forecast is for no less in the years ahead. The topic of managing change and implementation often resided as a mere module in organizational behavior courses. For the professor, and presumably for the students who enroll in this course, there is a need to deepen our understanding of the challenges, the techniques, and the burdens associated with making major change in an organization. Indeed, today, many managers view their jobs—almost entirely—as managing change. The cases and materials in this course give students as much as possible the sense of “being in the shoes” of managers facing situations of change—in most cases as the change agent, but also as the change recipient.

**MBAM 668. Project Management (2)**

This course provides an introduction and overview to the variety of topics and diverse functions of project management (e.g., planning, scope, schedules, budget, managing changes, team building, and technical aspects of a systems approach). The fundamentals and theory of each function will be explored; and a summary of essential project management skills, practices, and tools will be introduced. Focus will be on the five common elements of every successful project: a common vocabulary, teamwork, a plan, leadership and management, and exploring why most large-scale organizational projects fail to meet objectives. Prerequisite: MBAM 608 Theories and Models of Organization.

**MBAM 670. Advanced Statistical Tools (2)**

This course begins with a relatively advanced treatment of model building for decision makers (e.g., simulation models using Crystal Ball) and continues with a comprehensive presentation of the use of SPSS to analyze discrete multivariate models (i.e., models for purely categorical response variables). While some attention is given to long-standing techniques for categorical data, such as chi-square tests and contingency table analysis, the primary focus of the course will be “modeling techniques,” particularly logistic regression, discriminate analysis, and neural networks. Cases and practical illustrations used in the course derive from a variety of business disciplines. Prerequisite: MBAM 609 Quantitative Business Analysis.

**MBAM 671. Management of Information Systems (2)**

This course takes a managerial view of the growing number of issues and opportunities faced by managers as they plan and implement information systems (IS) applications. The course will examine how IS has impacted all disciplines and management processes with an emphasis on its impact on organizational structures. Prerequisite: MBAM 613 Technology and Operations Management.

**MBAM 672. Information Systems Security and Ethics (2)**

The Internet and electronic commerce have highlighted the need to understand the ethical and social impacts of information systems. Internet and digital technologies that make it easier than ever to assemble, integrate, and distribute information have created concerns about appropriate use of

customer information, the protection of personal privacy, and the protection of intellectual property. Managers must make informed decisions that reflect an understanding of the ethical and social issues surrounding the use of information systems. Furthermore, managers are responsible for the control of the quality and performance of information systems. These issues have moved to the forefront of social and political debate in the United States and globally. This course will equip business managers to effectively meet the security and ethical challenges of information systems. Prerequisite: MBAM 613 Technology and Operations Management.

**MBAM 674. Marketing Informatics (2)**

The Internet, electronic commerce, point-of-sale, and electronic marketing systems are providing almost overwhelming amounts of data to marketers and other decision makers in organizations. The challenge is to identify if what is collected is actually what is needed for the business and, if so, how to transform data into usable and actionable information. Key competitive differentiators can be found through the collection, interpretation, and understanding of data and the resulting actions taken. This course will cover the use of information technology and systems that enable and enhance marketing strategies and tactics. This course will prepare managers to face the challenges of various information systems, data collection methodology and organization, the process of mining valuable information from the data, and ethical situations created by data collection. Prerequisite: MBAM 613 Technology and Operations Management.

**MBAM 675. Technology for Start-ups and Small Business (2)**

This course targets information technologies related to small and entrepreneurial businesses. The unique challenges faced by small organizations associated with cost, size, and availability are addressed throughout the course. It focuses on how IT must evolve to enable the small business to achieve strategic goals from start-up through expansion. Students are expected to contribute to the community of knowledge from both their experience with small firms as well as through identifying interesting problems and solutions related to each session's topic. Topics will include, but not be limited to, setting up the IT-enabled office; e-business and e-commerce systems for small business; establishing an IT growth strategy, design, and implementation; and IT resources needed to achieve business goals. Prerequisite: MBAM 613 Technology and Operations Management.

**MBAM 676. Innovation and Knowledge Management (2)**

The purpose of this course is to harness, develop, and direct the expertise of the organization and to apply it effectively to achieve strategic objectives. Its purpose is also to encourage learning and innovation as sources of competitive advantage. The management of knowledge applies in all sectors of the economy including primary industries, manufacturing, technology, and the service sector. It represents an increased focus on identifying knowledge and intellectual resources so that instead of "not knowing what they know" organizations can bring together and make accessible all the skills and knowledge and apply them to increase operational and individual performance. Prerequisite: MBAM 613 Technology and Operations Management.

**MBAM 681. Real Estate Investing and Finance (2)**

This course covers methods of property valuation and acquisition for investment purposes within a portfolio optimization concept. Financing sources and techniques are examined from a strategic acquisition perspective. Issues related to property management, maintenance, and collections also are explored. The tax implications of holding real property are applied to the investment decision to maximize the returns to the investor. Prerequisites: MBAM 601 Cost Accounting and MBAM 604 Managerial Finance or MBAM 614 Finance.

**MBAM 682. Environmental Law and Business (2)**

This course examines the complex array of environmental legal mechanisms and policies that are implemented at the local, national, and international levels and which impact business and management decisions. Employing a strong emphasis on critical thinking skills and values, the course requires a student to study ethical considerations and value assumptions associated with business and the environment. Topics covered include environmental legal issues on air quality, water quality, toxic substance control, waste management responsibilities, and energy and natural resources. Specific attention is given to international environmental issues. Prerequisite: MBAM 616 Managing Within the Legal, Ethical, and Governmental Environment.

**MBAM 683. Negotiation and Resolution of Business Disputes (2)**

This course addresses the dynamics of negotiation and the avoidance and resolution of business disputes. The course examines the techniques of negotiation, conflict avoidance, and alternate avenues of dispute resolution. Communication and decision-making techniques are studied with particular attention to methods of negotiation and dispute resolution other than traditional litigation. Class discussions, simulations, research, and practical exercises will enable students to apply the learned skills in both their professional and their personal lives.

**MBAM 684. Legal and Regulatory Issues in International Management (2)**

This course utilizes critical thinking and critical analysis skills in the examination of the international environment of business, focusing particularly upon the legal, political, ethical, and regulatory processes and issues confronting businesses, their employees, customers, competitors, and suppliers in the global marketplace. Emphasis is given to the limitations and risks imposed under the treaties, conventions, trade unions, trade agreements, and conflicting legal philosophies and regulations confronting the various forms of international business activity. Major topics include human rights, money and banking, protection of intellectual property, sales and sales contracts, transportation, financing, and taxation. Prerequisite: MBAM 616 Managing Within the Legal, Ethical, and Governmental Environment.

**MBAM 685. Leadership and Ethics (2)**

This course will provide a foundation for the art of value clarification and responsible leadership within organizations and society. Students will learn the roots and values of ethical expression as a lifestyle. By experiencing and

working through scenarios and case studies, learners will isolate the ethical issues, both pro and con, and propose viable alternatives consistent with ethical and moral values.

**MBAM 686. IMBA Study Abroad (0–4)**

This course designation pertains to individual courses taken at a partner university abroad in conjunction with the IMBA program. Its purpose is to enable students to enroll in courses at a partner university under the instruction of a faculty member from that university in order to learn business-related subject matter and gain an understanding of the business focus of another culture in the unique environment of a university abroad. When the courses are completed at the partner university, their course designation will appear on the transcript. This course is graded credit or no credit.

**MBAM 687. MBA Study Abroad (0–4)**

This course designation pertains to individual courses taken at a partner university abroad in conjunction with the MBA program. Its purpose is to enable students to enroll in courses at a partner university under the instruction of a faculty member from that university in order to learn business-related subject matter and gain an understanding of the business focus of another culture in the unique environment of a university abroad. When the courses are completed at the partner university, their course designation will appear on the transcript. This course is graded credit or no credit.

**MBAM 688. Study Tour (2)**

The purpose of this course is to enable students to learn primarily about international business in the intensive format. Students will learn from lectures, projects, and field visits under the guidance of a Graziadio School faculty member and will submit a final report with conclusions and recommendations based upon the subject matter of the course. This course may be repeated.

**MBAM 694. Social Entrepreneurship (2)**

This course explores the role of the social entrepreneur in positively impacting socially responsible organizations that are concerned with improving economic, educational, healthcare, and cultural institutions. This course also provides the opportunity to apply the business knowledge and skills acquired in previous core courses in an integrative fashion while emphasizing the development of values-centered leadership skills. Students complete a Social Entrepreneurship Project that is a consulting report in the form of business plans, marketing plans, organizational development recommendations, and financial reports. Students learn to integrate knowledge from all functional areas of business and to apply those skills to complex business problems arising out of changing technology, competitive market conditions, social changes, and governmental actions. The methodology used includes the Social Entrepreneurship Project reports as well as an analysis of project management skills demonstrated by the student teams while working with social enterprises.

### Specialized Courses

#### **MBAM 695. Internship (0)**

The purpose of the Internship is to provide students with a supervised opportunity to apply what they have been learning in a functioning organization. Working under the guidance of a professor and a mentor in the participating organization, the student devises a plan, completes the project, and submits a final report with conclusions and recommendations based on the experience. This course may be repeated. This course is graded credit or no credit.

#### **MBAM 695A IMBA Business Internship (0–8)**

The purpose of the Internship is to provide students with a supervised opportunity to apply what they have learned in a functioning organization. This internship takes place in a global organization either in the United States or abroad. Working under the guidance of a Graziadio School faculty member, the student completes work and projects assigned by the host organization and submits a final report with conclusions and recommendations based upon the experience. This course is graded credit or no credit.

#### **MBAM 696. Field Project (2)**

Students may engage in a project of a specific nature supervised by one member of the faculty. A formal proposal must be submitted and approved prior to enrollment. This course may be repeated.

#### **MBAM 697. Applied Research (2)**

Students may engage in business research supervised by one member of the faculty. A formal proposal must be submitted and approved prior to enrollment. This course may be repeated.

#### **MBAM 698. Issues in Business (0–4)**

Courses will be offered on selected topics or issues in business. Students may repeat this course when topics change.

#### **MBAM 699. Graduate Directed Studies (1–4)**

Students may engage in directed study supervised by one member of the faculty. A formal proposal must be submitted and approved prior to enrollment. This course may be repeated.



## Course Descriptions for the MS in Global Business

### **MSGB 560. Career Seminar (0)**

Career Resources is dedicated to connecting students with business opportunities and providing them with the tools and resources to manage their careers. The career management course will consist of a series of sessions and assignments, which will enable students to prepare for each step in their career development from the time they enter the program to their placement at graduation. The required sessions and electives provide opportunities for students to practice career development skills, learn new techniques, network effectively, and interview competitively. The course consists of required and elective sessions. The course is graded credit or no credit based upon timely completion of deliverables, attendance at sessions, and participation in activities. The syllabus will outline the specific requirements.

### **MSGB 570. Global Business Seminar Series (0)**

The Seminar Series combines both an organized set of activities to assist students in the integration of course content and a series of sessions and assignments which will enable students to prepare for each step in their career development from the time they enter the program to their placement at graduation. The sessions provide opportunities for students to practice career development skills, learn new techniques, network effectively, and interview competitively. Included are mandatory one-on-one individual career advising sessions. In addition, the integration segment of the course, delivered by a team of faculty and industry speakers, addresses issues related to the global business environment that will assist in students' understanding of contemporary international issues that go beyond the content of the classroom. The course is graded credit or no credit

### **MSGB 574. Business Writing (2)**

Business Writing is a 14-week course that focuses on developing critical awareness, skills, and strategies for effective writing at the graduate and professional level. Course content, whenever possible, is linked to courses taken concurrently with Business Writing. Assignments are often those required in current course work. From defining the communication task to editing final versions, students are actively involved in the process. Evaluation of student writing and presentation skills is ongoing throughout the course to ensure mastery of technique and proficiency levels. Other areas of focus include business terminology, timed writing under test conditions, collaborative writing, peer evaluation, and study skills necessary for successful performance in a graduate business program. The class is graded credit or no credit.

### **MSGB 591. Financial Accounting (2)**

This course, which is for students with no previous study in accounting, presents accounting principles and concepts that provide the foundation for the measurement and communication of financial data. Specific topics include valuation of resources, accounting for debt and equities, income determinants, and analysis of cash flow.

**MSGB 592. Economic Concepts (2)**

Economic Concepts introduces the principles and application of microeconomic analysis. The course fosters students' understanding of, and ability to apply, economic reasoning and decision making to both their personal and professional lives. The course has a strong emphasis on how market economies can affect the welfare of a society. It addresses the role of government in correcting potential failures in a market system including abuses of monopoly power and environmental externalities such as excessive pollution and underfunding of education. Topics include supply and demand, elasticity, production and cost analysis, and competition and monopoly. The course explores ethical dilemmas that people face in a capitalist society and offers guidelines to help values-centered leaders make the right choices in business.

**MSGB 593. Applied Data Analysis (2)**

This course covers the basic techniques of applied statistical analysis beginning with an exploration of the meaning of data. Methods of describing data on individual variables and relationships between variables are covered. Sampling and probability are introduced as a basis for understanding how to infer results from samples to the populations from which they are drawn. These techniques include estimation, tests of mean differences, differences in distributions, and regression.

**MSGB 601. Cost Accounting (2)**

This course places sophisticated tools and techniques in the hands of primary users for making business decisions. Specific topics include cost behavior analysis, cost-management systems, relevant cost analysis, budgeting, performance measurement, and value-based management control systems. Students demonstrate mastery of the course materials through group presentations to the class. Prerequisite: MSGB 591 Financial Accounting.

**MSGB 602. Managerial Economics (2)**

The study of managerial economics develops a student's ability to apply economic reasoning to decision-making in business. A goal for any entrepreneur or manager should be to make the best possible decision within the constraints that exist in the market. In order for firms to successfully achieve objectives, management must understand the market and economic environment within which the firm operates. This course presents economic theories underlying consumer and producer behavior for less than perfectly competitive market structures. Emphasis is placed on analyzing and understanding strategic market interactions and the use of various pricing practices. The survival and success of a firm depends greatly on whether management recognizes the opportunities and threats existing in and constraints imposed by the market. The course explores ethical dilemmas that people face in firms and markets and offers guidelines to help values-centered leaders make the right choices in business. Prerequisite: MBAM 592 Economic Concepts.

**MSGB 607. Personal Development for Leadership (2)**

This course focuses on developing a personal leadership effectiveness model. Leadership is explored by examining historical and current models of leadership and by the use of leadership assessment instruments. Students are mentored in the refinement of interpersonal skills. Personal values are explored together with an examination of the function of personal character in leadership. This course is taken in the first trimester and includes a required two-day, off-site, live-in communication workshop. This workshop assists students in understanding their patterns of communicating and relating to others. While the privacy and autonomy of students are respected, students will be expected to look at and learn from their behavior as group members. Students failing to complete the communication workshop will not be permitted to continue in the course. The fee for the workshop is included in the flat-rate tuition, but students are responsible for the cost of room and board for the workshop.

**MSGB 608. Theories and Models of Organization (2)**

This course provides an introduction to the variety of theories and diverse models of organization design and management worldwide, e.g., mechanistic/bureaucratic/economic, human relations, sociotechnical systems, open systems, contingency, political, cultural, and learning/information processing. The basic assumptions and values of each model will be explored, and analytical tools from each will be introduced and practiced. Linkages with national cultural contexts will be made. The impact of these models upon organizations, managers, and workers will be examined, with special attention to organizational structure and processes, management style, and innovation and change.

**MSGB 609. Quantitative Business Analysis (2)**

This course covers techniques of quantitative analysis as applied to business decisions in operations, marketing, economics, finance, accounting, and strategy. Students are introduced to the theory and practice of modern management decision systems and provided with a balanced examination of both quantitative and creative decision-making models. Quantitative techniques include linear and integer programming, allocation and network models, and decision theory (single and multi-period). Spreadsheets, operations models, and computer-based models are used throughout to illustrate decision-making principles. Prerequisite: MSGB 593 Applied Data Analysis.

**MSGB 612. Macroeconomic Analysis (2)**

This course deals with economic theories and social philosophies underlying contemporary issues and policies as they affect the modern business enterprise. The student is familiarized with the concepts and data for the study of aggregate economic behavior. This serves as a foundation for the understanding of monetary and fiscal policy with its impact on the sociopolitical milieu of business and society. The evaluation of economic policy in its historical context is also studied. The student is introduced to the subjects of economic measurement, unemployment, inflation, classical and Keynesian theories, taxation, money creation, the Federal Reserve, monetary policy, deficits, and the public debt. Prerequisite: MSGB 602 Managerial Economics.

**MSGB 613. Technology and Operations Management (2)**

This course focuses on the strategic and analytical issues of operations management in the production of both goods and services. The student learns to identify and evaluate the key factors in the design of effective operating systems, including the interdependence of the operations management system and the other key functional areas of the firm. The role of technology in operations management will be covered. Specific topics include total quality management, business forecasting process technology, planning models, and international and strategic issues in operations.

**MSGB 614. Managerial Finance (4)**

This course introduces the student to the major issues in corporate finance. The complexities of financial valuation and decision making are investigated by examining the primary areas of concern to the financial manager: the investment or capital budgeting decision, the financial strategy or capital structure question, and working capital management issues. The concepts and theories developed in class are applied to practical, current business situations. Specific topics will include time value of money, valuation of financial instruments, capital budgeting, risk assessment, an introduction to capital markets, the assessment and pricing of risk, capital structure issues, dividend policy, and working capital considerations. This course integrates concepts from accounting, statistics, and economics.

**MSGB 615. Marketing Management (4)**

This course examines multiple aspects of the environment relevant to the creation and distribution of goods and services, including global, ethical, political, social, legal, and regulatory issues. The course analyzes how buyer behavior, marketing research, and marketing information systems should both guide development and serve in achieving brand and customer relationship management goals. Also included is the analysis of new product development, pricing, marketing, communications, and distribution decisions in market planning and marketing program implementation over the product life cycle. Emphasis is placed on the practical application of marketing concepts to case problems, student employment experiences, and the creation of effective marketing plans.

**MSGB 618. Designing and Managing International Organizations (2)**

This course develops skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of the organization's current situation. Emphasis is placed on using the results of this well-grounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members are explored. A comprehensive understanding of the scope and process of organization change is developed.

**MSGB 648. The Global Economic Environment (2)**

The principal objective of this course is to prepare students to better understand the external global macroeconomic environment in order to recognize the opportunities and threats facing firms competing in the global

economy. This course will examine contemporary economic issues underlying the global economy and will cover selected economies from the Americas, Asia, and Europe. It will further examine the growth and economic development of emerging economies such as the BRICs (Brazil, Russia, India, and China). The interplay between economic, social, and environmental issues will be examined. Prerequisite: MSGB 612 Macroeconomic Analysis.

#### **MSGB 661. Cross-Cultural Management (2)**

This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to “learn culture” using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations, and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

#### **MSGB 684. Legal and Regulatory Issues in International Management (2)**

This course utilizes critical thinking and critical analysis skills in the examination of the international environment of business, focusing particularly upon the legal, political, ethical, and regulatory processes and issues confronting businesses, their employees, customers, competitors, and suppliers in the global marketplace. Emphasis is given to the limitations and risks imposed under the treaties, conventions, trade unions, trade agreements, and conflicting legal philosophies and regulations confronting the various forms of international business activity. Major topics include human rights, money and banking protection of intellectual property, sales and sales contracts, transportation, financing, and taxation.

#### **MSGB 687. Study Abroad (0–4)**

This course designation pertains to individual courses taken at a partner university abroad in conjunction with the MSGB program. Its purpose is to enable students to enroll in courses at a partner university under the instruction of a faculty member from that university in order to learn the business-related subject matter and gain an understanding of the business focus of another culture in the unique environment of a university abroad. When the courses are completed at the partner university, their course designation will appear on the transcript. This course is graded credit or no credit.

#### **MSGB 688. Global Business Study Tour (2)**

The purpose of this course is to enable students to learn primarily about international business in the intensive format. Students will learn from lectures, projects, and field visits under the guidance of a Graziadio School faculty member and will submit a final report with the conclusions and recommendations based upon the subject matter of the course. This course may be repeated.

#### **MSGB 695. Global Business Internship (0)**

The purpose of the Internship is to provide students with a supervised opportunity to apply what they have been learning in a functioning organization.

Working under the guidance of a professor and a mentor in the participating organization, the student devises a plan, completes the project, and submits a final report with conclusions and recommendations based on the experience. This course may be repeated. This course is graded credit or no credit.

**MSGB 698. Issues in Business (0-4)**

Courses will be offered on selected topics or issues in business. Students may repeat this course when topics change.

## Course Descriptions for the MS in Applied Finance

### **MSAF 560. Career Seminar (0)**

Career Resources is dedicated to connecting students with business opportunities and providing them with the tools and resources to manage their careers. The career management course will consist of a series of sessions and assignments, which will enable students to prepare for each step in their career development from the time they enter the program to their placement at graduation. The required sessions and electives provide opportunities for students to practice career development skills, learn new techniques, network effectively, and interview competitively. The course consists of required and elective sessions. The course is graded credit or no credit based upon timely completion of deliverables, attendance at sessions, and participation in activities. The syllabus will outline the specific requirements.

### **MSAF 574. Business Writing (2)**

Business Writing is a 14-week course that focuses on developing critical awareness, skills, and strategies for effective writing at the graduate and professional level. Course content, whenever possible, is linked to courses taken concurrently with Business Writing. Assignments are often those required in current course work. From defining the communication task to editing final versions, students are actively involved in the process. Evaluation of student writing and presentation skills is ongoing throughout the course to ensure mastery of technique and proficiency levels. Other areas of focus include business terminology, timed writing under test conditions, collaborative writing, peer evaluation, and study skills necessary for successful performance in a graduate business program. The class is graded credit or no credit.

### **MSAF 590. Integration Seminar (0)**

The Integration Seminar offers an organized set of activities to assist students in the integration of course content and to apply and extend what they learn in other classes. Delivered by a team of faculty and offered during concentrated periods in the academic year, the components of the Integration Seminar are designed to develop student leadership skills, enhance team building, and increase managerial effectiveness. A student participates in Integration Seminar activities during each semester of enrollment at the Graziadio School. This course is graded credit or no credit.

### **MSAF 591. Financial Accounting (2)**

This course, which is for students with no previous study in accounting, presents accounting principles and concepts that provide the foundation for the measurement and communication of financial data. Specific topics include valuation of resources, accounting for debt and equities, income determinants, and analysis of cash flow.

### **MSAF 592. Economic Concepts (2)**

Economic Concepts introduces the principles and application of microeconomic analysis. The course fosters students' understanding of, and ability to apply, economic reasoning and decision making to both their

personal and professional lives. The course has a strong emphasis on how market economies can affect the welfare of a society. It addresses the role of government in correcting potential failures in a market system including abuses of monopoly power and environmental externalities such as excessive pollution and underfunding of education. Topics include supply and demand, elasticity, production and cost analysis, and competition and monopoly. The course explores ethical dilemmas that people face in a capitalist society and offers guidelines to help values-centered leaders make the right choices in business.

#### **MSAF 593. Applied Data Analysis (2)**

This course covers the basic techniques of applied statistical analysis beginning with an exploration of the meaning of data. Methods of describing data on individual variables and relationships between variables are covered. Sampling and probability are introduced as a basis for understanding how to infer results from samples to the populations from which they are drawn. These techniques include estimation, tests of mean differences, differences in distributions, and regression.

#### **MSAF 601. Cost Accounting (2)**

This course places sophisticated tools and techniques in the hands of primary users for making business decisions. Specific topics include cost behavior analysis, cost-management systems, relevant cost analysis, budgeting, performance measurement, and value-based management control systems. Students demonstrate mastery of the course materials through group presentations to the class. Prerequisite: MSAF 591 Financial Accounting.

#### **MSAF 602. Managerial Economics (2)**

The study of managerial economics develops a student's ability to apply economic reasoning to decision making in business. A goal for any entrepreneur or manager should be to make the best possible decision within the constraints that exist in the market. In order for firms to successfully achieve objectives, management must understand the market and economic environment within which the firm operates. This course presents economic theories underlying consumer and producer behavior for less than perfectly competitive market structures. Emphasis is placed on analyzing and understanding strategic market interactions and the use of various pricing practices. The survival and success of a firm depends greatly on whether management recognizes the opportunities and threats existing in and constraints imposed by the market. The course explores ethical dilemmas that people face in firms and markets and offers guidelines to help values-centered leaders make the right choices in business. Prerequisite: MSAF 592 Economic Concepts.

#### **MSAF 604. Managerial Finance (2)**

The objective of this course is to enable students to employ data provided through corporate financial reporting and from financial markets in analyzing business situations and developing pragmatic problem-solving strategies. Decisions common to financial managers wishing to maximize shareholder value are explored, including ascertaining suitable sources and costs of capital; developing tax strategies; determining optimal capital structure, leasing



arrangements, and dividend policy; and valuing potential investments. The interaction of financial managers with financial markets in achieving these objectives is discussed at length. Potential agency problems and their solutions are discussed within the context of ethical management of the firm.

**MSAF 606. Advanced Financial Accounting (2)**

This course is intended to enable the student to understand and analyze the more advanced issues relative to financial statements. The students will do in-depth analyses on irregular items in financial reporting as well as each of the dilutive securities and their impact on earnings per share. Accounting for goodwill, its amortization, and the impact on financial statements will be explored. The alternative methods for reporting consolidated income will be explained and their use by public companies will be compared. Other contemporary accounting issues include revenue recognition, contingencies, bond financing, equity investments, and business combinations. Prerequisite: MSAF 591 Financial Accounting.

**MSAF 607. Personal Development for Leadership (2)**

This course focuses on developing a personal leadership effectiveness model. Leadership is explored by examining historical and current models of leadership and by the use of leadership assessment instruments. Students are mentored in the refinement of interpersonal skills. Personal values are explored together with an examination of the function of personal character in leadership. This course is taken in the first trimester and includes a required two-day, off-site, live-in communication workshop. This workshop assists students in understanding their patterns of communicating and relating to others. While the privacy and autonomy of students are respected, students will be expected to look at and learn from their behavior as group members. Students failing to complete the communication workshop will not be permitted to continue in the course. The fee for the workshop is included in the flat-rate tuition, but students are responsible for the cost of room and board for the workshop.

**MSAF 609. Quantitative Business Analysis (2)**

This course covers techniques of quantitative analysis as applied to business decisions in operations, marketing, economics, finance, accounting, and strategy. Students are introduced to the theory and practice of modern management decision systems and provided with a balanced examination of both quantitative and creative decision-making models. Quantitative techniques include linear and integer programming, allocation and network models, and decision theory (single and multi-period). Spreadsheets, operations models, and computer-based models are used throughout to illustrate decision-making principles. Prerequisite: MSAF 593 Applied Data Analysis.

**MSAF 611. Advanced Cost Accounting (2)**

The primary emphasis of this course is consistent with that of MSAF 601 Cost Accounting. The course continues with specific topics including advanced issues in cost allocation, responsibility accounting, performance management systems, target costing, investment justification, and multinational accounting issues. Students demonstrate mastery of the course materials through group presentations to the class. Prerequisite: MSAF 601 Cost Accounting.

**MSAF 612. Macroeconomic Analysis (2)**

This course deals with economic theories and social philosophies underlying contemporary issues and policies as they affect the modern business enterprise. The student is familiarized with the concepts and data for the study of aggregate economic behavior. This serves as a foundation for the understanding of monetary and fiscal policy with its impact on the sociopolitical milieu of business and society. The evaluation of economic policy in its historical context is also studied. The student is introduced to the subjects of economic measurement, unemployment, inflation, classical and Keynesian theories, taxation, money creation, the Federal Reserve, monetary policy, deficits, and the public debt. Prerequisite: MSAF 602 Managerial Economics.

**MSAF 614. Finance (4)**

This course introduces the student to the major issues in corporate finance. The complexities of financial valuation and decision making are investigated by examining the primary areas of concern to the financial manager: the investment or capital budgeting decision, the financial strategy or capital structure question, and working capital management issues. The concepts and theories developed in class are applied to practical, current business situations. Specific topics will include time value of money, valuation of financial instruments, capital budgeting, risk assessment, an introduction to capital markets, the assessment and pricing of risk, capital structure issues, dividend policy, and working capital considerations. This course integrates concepts from accounting, statistics, and economics.

**MSAF 620. Strategic Issues in Finance (2)**

Selected issues in corporate finance that may vary somewhat over time are covered in this course. Relevant topics include origination, syndication, and distribution of securities issues; the effects of leverage and growth on cash flow; cash flow analysis with emphasis on valuation modeling; expansion through acquisitions, mergers, and joint ventures; bankruptcy and reorganization; defending the firm from takeover; and going private through leveraged buyouts. This course is taken near the end of the program. Prerequisites: MSAF 601 Cost Accounting and MSAF 614 Finance.

**MSAF 621. Capital Markets (2)**

The primary emphasis of this course concerns the principles and practice of financial intermediation. Domestic and international aspects of financial institutions and their markets, securities, and the regulatory environment are described, discussed, and analyzed. Specific topics include financial (depository investment and contractual) intermediaries; financial markets (encompassing the money market, stock market, corporate bond market, financial asset options market, commodity futures market, financial asset futures market, and secondary mortgage markets); and the international financial system. This course includes experiential learning activities with money center and regional banks, savings and loan associations, credit unions, pension funds, life insurance companies, mutual funds, and a regional stock market. Prerequisites: MSAF 601 Cost Accounting and MSAF 614 Finance.

**MSAF 622. Management of Financial Institutions (2)**

This course is designed to be useful to managers of firms such as banks, savings and loans, credit unions, finance companies, and insurance companies. Emphasis is placed on asset and liability risk management, capital adequacy, credit evaluation, and appropriate levels of service. Critical examination of the changing regulatory environment provides strategic perspective on the evolution of individual financial institutions and the competitive balance of respective product and services markets. Prerequisite: MSAF 621 Capital Markets.

**MSAF 623. Business Valuation (2)**

This course examines methods for measuring and managing the value of companies. Valuation strategies discussed and applied include discounted cash flow, discounted abnormal earnings, comparables (firms and transactions), liquidation, replacement, and book value. These valuation strategies are applied to mergers, acquisitions, and corporate restructuring for domestic and international transactions. Financial strategies and calculation of the cost of capital also are discussed, developed, and applied to valuation problems. Prerequisites: MSAF 601 Cost Accounting and MSAF 614 Finance.

**MSAF 624. Mergers and Acquisitions (2)**

The purpose of this course is to study the motives for control transactions and the process by which economic resources are relocated. Among the transactions studied are mergers, acquisitions, hostile takeovers, going-private transactions (LBOs and MBOs), asset restructuring, and voluntary and involuntary liquidation. Methods for developing takeover defenses also are examined. The influences of the legal and regulatory environment as well as competition in input and product markets are considered in developing a framework for understanding merger waves and industry consolidations. Prerequisite: MSAF 623 Business Valuation.

**MSAF 625. Modern Portfolio Theory (2)**

This course establishes the foundations for analysis of optimal security selection and procedures for an investor's portfolio of securities. Selection of individual investments is discussed within the context of portfolio creation and risk management. Core concepts in this course include diversification, measures of risk, expected return, and the covariance of returns between securities. Prerequisites: MSAF 601 Cost Accounting and MSAF 614 Finance.

**MSAF 626. Equity and Bond Investments (2)**

This course covers the history and evolution of formalized exchanges and analysis of equity and debt contracts. Analytical methods and the theory underlying the evaluation of stock and debt contracts for both short- and long-term performance are studied. The implications of market efficiency are included in the pragmatic analysis of the behavior of price changes through time in speculative markets. Also included is a discussion of appropriate measures of risk in the valuation of claims against the firm as well as bond rating processes. Prerequisites: MSAF 601 Cost Accounting and MSAF 614 Finance.

**MSAF 627. International Finance (2)**

This course explores the responsibilities of financial managers of multinational firms or firms with international affiliates, suppliers, or markets. Topics emphasized include exchange rate risks and hedging, international payment mechanisms, and financing and trade strategies. Prerequisites: MSAF 614 Finance.

**MSAF 628. Foreign Exchange and Markets (2)**

This course entails an investigation of the nature of international payments, balance of payments, and foreign exchange markets; a study of alternative international monetary arrangements and the respective adjustment mechanisms; and an examination of trade theory, commercial policy, and selective trade problems of developing countries. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 629. Financing New Ventures (2)**

This course addresses issues related to financing small business enterprises, family firms, and entrepreneurial ventures. Various sources of available financing are examined including commercial banks, venture capital, angels, and government financing. In addition, collateralizing the firm's assets for financing, such as inventory and receivables financing, equipment financing, and real estate financing, is discussed. The Initial Public Offering (IPO) process is examined as a means for growing enterprises to continue by accessing public capital markets. A major focus of the course is creating effective business plans to secure financing. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 631. Tax Implications of Financial Decisions (2)**

General analysis of tax opportunities, tax alternatives, and tax pitfalls as they relate to business decision making and strategic entity structuring are covered in this course. Development of tax planning principles and strategies is applied to pragmatic financial decision making. Focus in applying these principles is on federal income taxation with some integration of estate and gift taxation. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 632. Business Analysis Using Financial Statements (2)**

This course examines the viability of the firm and its strategies within the framework of accounting rules and conventions. Methods of credit analysis, securities analysis, and performance analysis will be developed. Pro forma financial statements for investment decisions also will be created using various forecasting techniques. These principles are applied, in conjunction with information from financial markets, to a variety of managerial decisions including firm valuation, credit scoring and bond ratings, distress prediction, and determining value-enhancing capital structures and financing choices. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 633. Working Capital Management (2)**

This course provides advanced coverage of working capital management and the interrelationship between current assets and current liabilities. Detailed analysis of sources of short-term financing and strategic management of these sources is provided. Other topics include selection of appropriate short-term investments, evaluating trade credit terms and credit scoring systems, establishing banking relationships, collections, and creating cash budgets and forecasting cash flows. Also covered in class discussions are the U.S. financial environment, payment systems, electronic commerce, and their influence on developing optimal cash management systems. This class is designed to help students prepare for the Certified Cash Manager (CCM) professional designation. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 634. The Management of Financial Risk (2)**

The objective of this course is to examine the important financial characteristics of derivative securities such as forward, futures, and options contracts and their roles in managing individual and corporate financial risk. Among the topics explored for each of these securities are the history and evolution of formalized exchanges, the mechanics of each contract, price relationships, and the theory and practice of hedging. Basic valuation concepts as well as applications and strategies will be emphasized. Prerequisites: MSAF 601 Cost Accounting and MSAF 604 Managerial Finance or MSAF 614 Finance.

**MSAF 635. Accounting for Multinational Enterprises (2)**

This course covers the financial reporting practices of non-U.S. firms in comparison with the firms of the United States. Managerial and cost-control practices also are compared for firms from these geographical regions. Students learn to consolidate the results of foreign operations into the reports of domestic corporations, including the effects of foreign currency translation. Prerequisite: MSAF 601 Cost Accounting.

**MSAF 637. Education Investment Fund (2)**

The purpose of this course is to prepare students to become professional money managers. Class topics include financial statement analysis, valuation techniques, fundamental analysis, competitive strategy and industry composition, and portfolio theory and management. Moreover, students will be expected to immediately apply the tools and skills acquired in the classroom in an effort to find equity investments for the portfolio. Thus, the learning process in this class is very applied. In addition to analyzing stocks, making buy and sell recommendations, and managing the portfolio, students will be creating research reports that will accompany presentations to various audiences. This course may be repeated once. Enrollment only upon approval of instructor.

**MSAF 638. Financial Modeling (2)**

Financial Modeling will provide students with an understanding of financial decision making while creating financial models in spreadsheet packages such as Excel®. Through a series of increasingly complex models, the class will expose the student to methodologies and practices that improve the student's

ability to communicate and present complex financial decisions. Prerequisite: MSAF 614 Finance.

**MSAF 639. Debt Securities (2)**

Debt Securities will provide students with an understanding of the rationale, risks, and returns associated with financial leverage. Fundamental credit research, distressed debt analysis, and the dynamics of the high-yield market will be emphasized. In addition, the roles, motivations, methodologies, and skill sets of various participants will be highlighted. Prerequisite: MSAF 614 Finance.

**MSAF 648. The Global Economic Environment (2)**

The principal objective of this course is to prepare students to better understand the external global macroeconomic environment in order to recognize the opportunities and threats facing firms competing in the global economy. This course will examine contemporary economic issues underlying the global economy and will cover selected economies from the Americas, Asia, and Europe. It will further examine the growth and economic development of emerging economies such as the BRICs (Brazil, Russia, India, and China). The interplay between economic, social, and environmental issues will be examined. Prerequisite: MSAF 612 Macroeconomic Analysis.

**MSAF 670. Advanced Statistical Tools (2)**

This course begins with a relatively advanced treatment of model building for decision makers (e.g., simulation models using Crystal Ball) and continues with a comprehensive presentation of the use of SPSS to analyze discrete multivariate models (i.e., models for purely categorical response variables). While some attention is given to long-standing techniques for categorical data, such as chi-square tests and contingency table analysis, the primary focus of the course will be “modeling techniques,” particularly logistic regression, discriminate analysis, and neural networks. Cases and practical illustrations used in the course derive from a variety of business disciplines. Prerequisite: MSAF 609 Quantitative Business Analysis.

**MSAF 695. Internship (2-4)**

The purpose of the Internship is to provide students with a supervised opportunity to apply what they have been learning in a functioning organization. Working under the guidance of a professor and a mentor in the participating organization, the student devises a plan, completes the project, and submits a final report with conclusions and recommendations based on the experience. This course may be repeated. This course is graded credit or no credit.

**MSAF 698. Issues in Business (0-4)**

Courses will be offered on selected topics or issues in business. Students may repeat this course when topics change.

## CORPORATE AND EXECUTIVE EDUCATION



*The Corporate and Executive Education programs focus on the development of practical knowledge and skills vital for effectiveness and are available to business professionals, alumni, and students.*

In addition to its highly acclaimed degree programs, Pepperdine University's Graziadio School offers a number of nondegree programs designed to provide career-enhancing opportunities for business professionals, alumni, and current students. These programs respond directly to the changing needs of practitioners in every industry.

For more information on any of these programs, please call the Corporate and Executive Education Office at (310) 568-5771.

## **Custom Programs**

Custom programs are designed specifically for corporate clients requiring specialized training to match their unique goals and objectives. Companies can arrange for on-site courses and seminars that cater to various levels of management and address a wide range of business topics. The Corporate and Executive Education staff can provide a thorough needs assessment to evaluate program options on a case-by-case basis.

Complete flexibility is offered in terms of curriculum content, scheduling, certification, and future expansion or updates. Classes and seminars can be held at company facilities (regardless of proximity to Pepperdine) or at one of several convenient Pepperdine graduate campuses located throughout California. Faculty members are selected specifically for each program based on academic credentials as well as real-world experience in the areas to be covered. In the past, the Graziadio School has worked successfully with numerous companies from a variety of industries including telecommunications, high technology, banking, and entertainment.

## **Champions of Change**

Champions of Change is a nine-month certificate program that nurtures the ability to lead change. Designed and delivered by faculty from Pepperdine's Graziadio School, the program combines cutting-edge business theory with hands-on application.

The goal of the program is to provide leaders with the knowledge and skills they need in order to create and lead positive change. After successfully completing this course, participants will be able to create change in their organizations and to empower others to create change.

The program consists of nine two-day sessions that integrate experience-based learning modules with leading-edge change management theory and practice. At the first session, participants will initiate the process of developing a Champions of Change contract that will outline personal, leadership, and project-related goals for the nine-month program. Learning will be reinforced through the ongoing process of self, team, and organizational assessment required in order to complete the goals outlined in the Champions of Change contract.



This course is offered to groups of 20 or more within an organization. The curriculum can be tailored to meet the needs of an organization's employees and the organization's strategic change issues. It can be offered on site at a company or at any Pepperdine facility.

## Information Technology Management Essentials for Business Executives

In many industries, effective use of information technology plays a critical role in competitive success and also business survival. However, effective use of information technology is fraught with risks and challenges. More than 50 percent of information technology implementations fail to deliver the expected benefits. Consequently, a firm's ability to successfully identify and implement value-adding information technology initiatives has become a key management competency, one that requires close partnerships between business executives and information technology professionals. The IT Management Essentials for Business Executives program provides business executives with the knowledge and understanding to allow them to identify IT-enabled business strategies and processes and to participate in the management of information technology projects, resources, and capabilities to bring about positive business outcomes.







GENERAL  
POLICIES  
AND  
PROCEDURES

◀ *Graduation ceremonies for the Graziadio School are held on the Malibu campus three times each year.*

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## ADMISSION INFORMATION



*The Graziadio School seeks applicants who are motivated to develop or enhance their management skills.*

## General Admission Policies

Pepperdine University seeks students possessing distinctive academic promise, high standards of personal conduct, and a sense of professionalism. In the admission process, these factors are considered in the evaluation of each applicant.

The University's admission decision is based upon the information supplied on the Application for Admission form, all previous college transcripts, appropriate entrance examinations, and letters of recommendation. Discovery of false information subsequent to admission is, at the University's discretion, grounds for withdrawal of the offer of admission or for immediate dismissal at any point in the student's course of study. Dismissal shall result in forfeiture of all monies paid and academic credits earned.

The policies in this section apply to both undergraduate and graduate students. The section of this catalog entitled "Academic Programs" provides specific admission requirements for each program.

## Application Procedures

Prospective applicants are encouraged to apply online. Information on how to apply online or download an application is available on the Graziadio School Web site: <http://bschool.pepperdine.edu/>. Questions regarding the application process should be directed to the Graziadio School Corporate and External Relations Office at the West Los Angeles Graduate Campus at (310) 568-5555.

### Limitations

Admission to Pepperdine University is valid only for the term indicated on the application. A student who desires to enter the University in a different term than indicated in the admission letter must make a request to the Graziadio School Admission Office. After reviewing the student's application, the Admission Committee will notify the student of its decision. In cases of approval, the course requirements will be determined by the date of matriculation, not the date of application. Matriculation occurs when a student who has been admitted on Regular Status commences enrollment in the degree program. Admitted students who do not enroll are not matriculated and are therefore subject to any curriculum changes that may be instituted between the initial admission and the date of matriculation. A student need not submit a new application for admission unless two years have elapsed since the previous application or additional academic work has been completed.

### Readmission

Students who have attended other institutions since leaving Pepperdine University or who have been absent for three trimesters must contact the Program Office to apply for readmission. Applications for readmission must be received seven weeks prior to the start of the trimester in which the student wishes to enroll. If returning students wish to change their original degree

objective, they must file a new application with the Graziadio School Admission Office and pay the regular application fee.

Approved applicants for readmission will be permitted to reenroll after receiving academic and financial clearance. The readmission applicant will be notified promptly after a decision has been made. Academically, students who have been readmitted are subject to fulfillment of all program curriculum changes and degree requirements that have been instituted in their absence.

### **Readmission—Involuntary Military Service**

Students who are required to withdraw because of involuntary military obligation are entitled to return provided they were in good standing at the time of withdrawal and they apply for readmission to the first semester beginning after completion of their military service.

## **Admission of International Students**

Since its founding, Pepperdine University has welcomed international students. Applications may be obtained from the Graziadio School Corporate and External Relations Office at the West Los Angeles Graduate Campus or from the Full-Time Graduate Business Programs Office at the Drescher Graduate Campus.

All international students whose native language is not English must submit scores on the Test of English as a Foreign Language (TOEFL). Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. Information concerning this test may be obtained by writing TOEFL, Box 6151, Princeton, New Jersey, USA 08541-6151 or on the Internet at [www.toefl.org](http://www.toefl.org).

International students who do not hold a permanent resident visa in the United States must submit an International Student Data form. International Student Data forms may be obtained through the Graziadio School Web site.

International students must submit transcripts in the language of the country of origin along with a certified translation in English, if the original transcript is not in English. Information concerning translation services may be obtained from the Graziadio School Admission Office.

## **Admission of Veterans**

Veterans who seek admission should follow the regular admission policies but also should contact the Office of Student Information and Services (Registrar's Office) on the Malibu campus. This should be done as early as possible to expedite handling of applicants' VA forms and counseling. Many of Pepperdine University's programs are approved for veterans' benefits; however, because assignment and distribution of funds are controlled by the federal Veterans Administration office rather than by the University, Pepperdine University cannot assure that a student will receive veterans' benefits. Veterans must be admitted to the University before receiving benefits. Veterans are advised to consult the "Academic Policies" section of this catalog under "Information for Veterans."

## Financial Assistance

To assure the availability of any financial aid and other support, the applicant should contact the Graziadio School Financial Aid Office, located at the West Los Angeles Graduate Campus, during the admission process, well in advance of registration. Additional information concerning financial aid may be found in the "Financial Aid" section of this catalog or on the Internet at <http://bschool.pepperdine.edu/financialaid/>.

## Enrollment Classification and Admission Status

Enrollment in the University on other than Regular Status is not synonymous with admission to a degree program, and permission to enroll does not imply that the student is, or will be, automatically guaranteed the right to continue in a degree program. Students are classified in groups on the basis of their academic preparation and degree objectives.

### Regular Status

For admission to Regular Status, applicants must meet the minimal requirements for admission together with any and all requirements specified by the academic program in which the work is to be taken.

### Unclassified Status

Students who, for valid reasons, cannot complete the application file before registration may be allowed to enroll as Unclassified students. In all cases, the student must have on file a complete Application for Admission form and furnish confirmation of satisfactory academic standing at all institutions attended. Permission to enroll with Unclassified Status will be determined by the associate dean of the respective program. Students may enroll as Unclassified for 45 days only. Students are responsible for viewing their application file status online and for making appropriate arrangements for file completion by the end of this period. No amount of credit taken while on Unclassified Status will assure a student of admission. Admission to Pepperdine University will be confirmed by a letter from the associate dean upon completion of the application file. Discovery of false information subsequent to admission is, at the University's discretion, grounds for withdrawal of the offer of admission or for immediate dismissal at any point in the student's course of study. Dismissal shall result in forfeiture of all charges paid and academic credits earned.

### Nondegree Status

Students may apply for enrollment in Nondegree Status if they do not wish to pursue a degree or credential but intend to have credits received from the University transferred elsewhere. Course work taken as a Nondegree student is not generally applied to degree programs at the University. Students in this status may not advance register. No amount of course work taken while in

Nondegree Status will assure a student of admission. Requests for permission to enroll in this status should be addressed to the appropriate Graziadio School Program Office.

### **Regulations Concerning a Second Bachelor's Degree**

Students who transfer to Pepperdine University with a bachelor's degree from another accredited college or university may earn a second bachelor's degree, provided they (1) fulfill 28 units of residence at Pepperdine University, (2) complete the Pepperdine University general studies requirements, and (3) complete the courses required for a major.

Students who previously have received a bachelor's degree from Pepperdine University may not receive another bachelor's degree, but they will be certified as having fulfilled additional majors following completion of the requirements for such additional majors.

### **Regulations Concerning a Second Master's Degree**

A graduate student who already holds a master's degree from Pepperdine University and desires to study for a second master's degree must meet all the admission requirements of the prospective division and also complete the minimum number of units of graduate residence work as outlined by the program for the master's degree. The student is required to submit an application form and pay the application fee.



## FINANCIAL INFORMATION



*The Graziadio School is committed to providing values-oriented business education in a high-quality learning environment.*

Only a portion of the cost of the student's education is covered by tuition and fees. Because Pepperdine University is a private, independent institution receiving no operating support from public funds, gifts from concerned friends, grants from supporting foundations, and income from endowments provide both operational and capital funds not provided by student charges.

## Current Charges

The following charges are for the academic year beginning August 2008. The University may adjust these rates at any time before charges are incurred by the student. Charges may be expected to increase on an annual basis as higher education continues to experience cost increases.

### Application for Admission or Readmission (Nonrefundable)

BSM.....	\$45
Fully Employed Programs.....	\$75
Full-Time Programs	
Online Application.....	\$75
Hard Copy.....	\$150
MSOD.....	\$50
Executive MBA and P/KE MBA.....	\$100

### Tuition and Fees

BSM (per unit) <sup>1</sup> .....	\$947
Fully Employed Programs (per unit) <sup>2</sup> .....	\$1,273
Full-Time Programs (per trimester, 10–18 units) <sup>3</sup> .....	\$18,220
P/KE MBA <sup>4</sup> (per trimester).....	\$21,950
Executive MBA <sup>5</sup> (per unit).....	\$1,927
MSOD <sup>6</sup> (per unit).....	\$1,430
Communication Workshop Room and Board Fee (Full-Time Programs).....	\$550
Full-Time Graduate Business Programs SPLASH Fee <sup>7</sup> .....	\$499
Malibu Graduate Business Society Activity Fee, per trimester (nonrefundable) <sup>8</sup> .....	\$40
MSOD Nonresident Fee.....	\$400

### Room and Board Charges

Apartment Reservation Deposit (nonrefundable) <sup>9</sup> .....	\$500
Drescher Graduate Campus Apartment Complex <sup>10</sup>	
Single Occupancy Apartment (per trimester).....	\$5,500
Married Student Apartment (per month).....	\$1,593

**Other Charges (Nonrefundable)**

Late Registration Fee .....	\$50
Withdrawal Fee.....	\$150
Auditing Fee, per class (not required of enrolled students).....	\$100
Transcript Fee, per copy <sup>11</sup> .....	\$5
Three-Payment Option Service Charge, per trimester .....	\$15
Late Company Reimbursement Payment Fee (nonrefundable) <sup>12</sup> .....	\$50
Finance Charge (per day) <sup>13</sup> .....	10%/365
Returned Check Charge.....	\$25

**Footnotes:**

1. Tuition includes communication workshop and graduation fees.
2. Tuition includes simulation software license and graduation fees. Tuition for the first trimester will include a \$750 nonrefundable deposit paid upon acceptance.
3. Includes 10–18 units of tuition per trimester and workshop and graduation fees. Per unit rate of \$1,267 applies to less than 10 units or more than 18 units. Full-Time MBA and IMBA students who are enrolled in 10–18 units and subsequently drop below 10 units will have the new unit load calculated at the rate of \$1,267 per unit.
4. Includes workshop fees, food and lodging for the effective executive workshop, weekend class meals, books, graduation fee, and international trips (excluding airfare). Tuition will be charged at the flat rate of \$21,950 per trimester. Tuition for the first term will include an additional \$1,000 charge paid as a nonrefundable deposit upon acceptance.
5. Includes workshop fees, food and lodging for the effective executive workshop, weekend class meals, books, graduation fee, and international trips (excluding airfare). Tuition will be charged at the rate of \$1,927 per unit. Tuition for the first term will include an additional \$1,000 charge paid as a nonrefundable deposit upon acceptance.
6. Includes graduation fee. Tuition will be charged at the rate of \$1,430 per unit. Tuition for the first term will include an additional \$1,400 charge paid as nonrefundable deposit upon acceptance.
7. Required for all international students who do not speak English as a first language and who have not completed an undergraduate degree in the United States. Cost includes housing for four nights, all meals, and local transportation.
8. Subject to change by referendum; applicable to all Full-time MBA and IMBA students.
9. Required with each housing contract entered into by all new and returning students to reserve apartment space; credited to apartment charges upon occupancy.
10. The Drescher Graduate Campus Apartment Complex is located on the Malibu campus. The apartments have four bedrooms and house four students. The married student apartments, located in the George Page Residential Complex, have two bedrooms and a required one-year contract; charges are billed three times a year, at the beginning of the fall, spring, and summer trimesters, at the rate of \$1,593 per month. Married student housing is available on a limited basis and currently does not accommodate children.
11. There will be an additional \$5 processing fee for transcripts sent via fax.
12. Liquidated damages pursuant to Cal. Civ. Code §1671-b; charged when the company reimbursement payment deadline is missed.
13. Liquidated damages pursuant to Cal. Civ. Code §1671-b; assessed at 10%/365 per day and calculated against all delinquent balances. The imposition of such a finance charge does not constitute an agreement to forebear collection of the delinquent account.

## Payment Policies

The student is responsible for the payment of any outstanding balance on his or her student account. All tuition charges are due by the first day after the add/drop period of the term unless the student is eligible for and has chosen one of the installment payment options listed below. Students who register after the due date are required to make payment at the time of registration. Registration and confirmation of class assignments are not complete until financial clearance is received, indicating full or partial payment in accordance with the payment policies described below.

The University will accept the following forms of payment in addition to financial aid and loans toward a student account balance: cash, checks (must be drawn on a U.S. bank in U.S. dollars), credit cards (Mastercard, American Express, and Discover), and wire payments (contact Student Accounts for information on where to send payment). Payments by check or credit card can be made online at <https://webapps.pepperdine.edu>.

In the event that the student fails to attend class or leaves the University for any reason, the student must formally withdraw through the Program Office. Failure to complete this withdrawal process will result in continued obligation for tuition and other charges.

### Changes in Amounts Due

In the event that the student incurs additional charges through the adding of classes or through other adjustments, the resulting additional balance due must be paid immediately or in accordance with the University payment policies.

### Penalties on Delinquent Balances

The online student account serves as the official student “bill.” The account will be updated dynamically with every charge or credit posted to the student account. The amount due will be available by viewing the student account online and will reflect the charges, credits, amounts due, and specific due dates for each. Students are responsible for viewing their student account online, for noting their account balance due, and for making the appropriate arrangements for payment to be made by the due date. Finance charges will accrue daily on any past due amounts. Credits or payments will apply first to this penalty and then to the principal.

### Fully Employed MBA Program Payment Terms

Within three weeks of the student’s acceptance, a \$750 nonrefundable deposit must be submitted to hold a place in the class. This deposit is included in the total program tuition cost. Tuition for each trimester is paid at the time of registration.

### Executive MBA and P/KE Programs Payment Terms

Within ten days of the student’s acceptance, a \$1,000 nonrefundable deposit must be submitted to hold a place in the class. This deposit is included in the

total program tuition cost and is accounted for in the first trimester's tuition. The remaining balance for the program will be prorated among each successive trimester of enrollment. Tuition for each trimester is paid at the time of registration.

### **MSOD Program Payment Terms**

Within 15 days of the student's acceptance, a \$1,400 nonrefundable deposit must be submitted to hold a place in the class. This deposit is included in the total program tuition cost and is accounted for in the first trimester's tuition. The remaining balance for the program will be prorated among each successive trimester of enrollment. Tuition for each trimester is paid at the time of registration.

## **Payment Options**

The University offers several payment options for students to pay their tuition, room, and board charges.

### **Simple Payment Option**

The balance of the student's account is due in full by the first day after the add/drop period for each trimester.

### **Installment Payment Options (Two-Payment Option or Three-Payment Option)**

Students whose accounts have not previously been in default will be permitted to pay the charges for tuition, room, and board (when applicable), after deduction of any financial assistance and or company reimbursement deferred amounts, in installments as described in this section.

Finance charges will be applicable to each installment payment that is not received by the University by the due date. The privilege of using one of the installment payment options will be revoked upon any installment payment becoming delinquent.

Students who do not comply with payment policies or whose account has previously been subject to collection will be required to pay all charges upon future registrations and advanced registrations.

### **Two-Payment Option**

Tuition, after deduction of any financial assistance, is divided into two equal installments to be paid according to the following schedule. All other charges are due on or before the due date listed on the student's online account.

### **Two-Payment Option Payment Due Dates**

*For Fall, Spring, and Summer Terms*

First Installment Due: on the first day after the add/drop period for the term.

Second Installment Due: 30 days from the first installment payment due date.

### Three-Payment Option

Tuition, after deduction of any financial assistance, is divided into three equal installments to be paid according to the following schedule. All other charges are due on or before the due date listed on the student's online account. A nonrefundable \$15 service charge per term will be added to the student's account and is due with the first payment.

### Three-Payment Option Payment Due Dates

*For Fall, Spring, and Summer Terms*

First Installment Due: on the first day after the add/drop period for the term.

Second Installment Due: 30 days from the first installment payment due date.

Third Installment Due: 30 days from the second installment payment due date.

### Company Reimbursement Payment Option

For students reimbursed for tuition by their employers, the University will allow a deferral of payment after deduction of any financial assistance. All financial aid funds are applied to tuition charges and fees first. Deferral of tuition charges and fees due to company reimbursement does not create excess funds. Funds cannot be released until all institutional charges are paid. If financial aid funds do not cover full tuition, the remaining balance can be deferred under the company reimbursement plan. The student is responsible for payment to the University of the deferred amount by the due date. Payment must be received by the Student Accounts Office on or before the due dates to avoid a \$50 late payment fee and finance charges at 10%/365 per day on any unpaid balance.

Missing a deadline may revoke the privilege of using the Company Reimbursement Payment Option at future registrations. To qualify for this payment option, the student must fill out and return the Company Reimbursement Verification form to the Student Accounts Office by the first day of the term. The Company Reimbursement Verification form may be obtained by contacting the Student Accounts Office or downloading it from the Internet at <http://bschool.pepperdine.edu/studentaccounts>. Also, the student can submit a letter from the employer on company letterhead including

- Student's name
- University-issued ID number
- Percentage of reimbursement for which the student qualifies (for example, 100 percent, 50 percent, etc.)
- The term in which the company reimbursement begins (for example, Fall 2008, Spring 2009, or Summer 2009)
- Authorized signature and title (other than the student)

If the Company Reimbursement Payment Option has been used in the past and a form or letter is on file, this form or letter will remain active through the completion of the degree unless the student changes place of employment, experiences a change in company policy, or withdraws from a term.

Students may not use the Company Reimbursement Payment Option if they are the owners of or majority stockholders in the companies from which they seek reimbursement.

If the company reimburses less than 100 percent of the total tuition, the student must pay the remaining balance, or the portion not eligible for deferment, by the registration payment due date.

Regardless of the company agreement, the student is ultimately responsible for payment of all charges incurred. All fees, including but not limited to tuition, late fees, finance charges, etc., must be paid by the assigned due dates. Accordingly, the student should make arrangements, each trimester, that assure ultimate payment of all charges.

### **Company Reimbursement Payment Option Payment Due Dates**

<u>Fall</u>	<u>Spring</u>	<u>Summer</u>
January 15	May 15	September 15

## **Financial Assistance**

To assure the availability of financial aid, the student should contact the Graziadio School Financial Aid Office during the admission process, well in advance of registration. The Financial Aid Office is located at the West Los Angeles Graduate Campus.

Applications for financial aid should be submitted well in advance to ensure timely delivery of financial aid funds. This is particularly critical during peak periods when the application processing may take a few weeks. If the student plans to rely on federal or private credit-based loans, the loans must be secured before the registration date. A pending financial aid application is inadequate grounds for deferral of payment. Regardless of the loan status, the student is ultimately responsible for payment of all charges incurred. The student should make arrangements, each trimester, to ensure ultimate payment of all charges.

Additional information concerning financial aid may be found in the "Financial Aid" section of this catalog or on the Internet at <http://bschool.pepperdine.edu/financialaid/>.

## **Refund Policies**

University operating expenses and student charges are planned on an annual basis. The refund policies have been established in recognition of both the University's advance commitment to operating expenses and a spirit of fairness for students who find it necessary to discontinue the use of University services. The policies for dismissal and suspension are the same as for voluntary withdrawal.

### **Tuition**

Consideration for refund of tuition requires written notice from the student to the Office of Student Information and Services (Registrar's Office) or the

Program Office of the student's intention to drop a course or withdraw from the University. The date the student submits official written notification of withdrawal with the Office of Student Information and Services or the Program Office or the date this notice is postmarked is the effective date for determining the refund amount according to the schedule below.

Students may drop classes without tuition penalty during the add/drop period only; however, once students have registered for a term, if all classes are dropped, a charge of \$150 is assessed. Students withdrawing from courses after the add/drop period are subject to the partial refund policies listed below. Specific dates are contained in the registration confirmation materials for each term. Because the format of courses in some of the programs offered by the school varies considerably from the schedule published, a separate refund schedule has been established. Students in these programs should consult their orientation materials for this information.

This refund schedule will be applied to the maximum number of units in which a student was enrolled if the student withdraws or is dismissed at any time during the trimester. Tuition for classes not meeting on a regular trimester schedule will be refunded in the same proportion as the class time is to the total class time for a regular trimester.

Through the add/drop period.....	100% less \$150
Through the third week* of the trimester.....	75%
Through the fourth week* of the trimester.....	50%
Through the eighth week* of the trimester.....	25%
After the eighth week* of the trimester.....	0

*\*A week is a calendar week in which any Graziadio School class is scheduled.*

### **Full-Time MBA and IMBA Programs Refund Policy**

Full-time MBA and IMBA students who are enrolled in 10–18 units and subsequently drop below 10 units will have the new unit load calculated at the rate of \$1,267 per unit. The difference between this new amount and the original flat rate will be refunded in accordance with the percentage refund schedule. Students who drop units within the flat rate range (10–18) are not eligible for a refund.

### **Fees**

Most fees are nonrefundable; however, if a student drops a course that includes a workshop, the student will not be charged the workshop fee unless the workshop was attended.

### **Return of Federal Funds**

Withdrawal from all classes may result in losing eligibility to keep the full amount of disbursed federal funds. Only students who complete more than 60 percent of the term will maintain eligibility for disbursed federal funds. The completed Registration Adjustment form signed by a Graziadio School official determines the withdrawal date. The Graziadio School returns unearned federal



Title IV funds (Federal Family Education Loan Program, Federal Pell Grant Program, and Federal Supplemental Educational Opportunity Grant Program) as stated in Federal Regulations, 34 CFR parts 668, 682, and 685 Return of Title IV Aid.

The amount of federal funds returned is determined by Federal Return of Title IV Funds Program calculations. Funds are returned in the following order: Federal Unsubsidized Stafford Loan, Federal Subsidized Stafford Loan, Federal PLUS Loan, Federal Pell Grant, and Federal Supplemental Educational Opportunity Grant. Additional information regarding return of federal funds may be obtained from the Financial Aid Office.

## **Refunds**

Credit balances resulting only from financial aid will be processed automatically after the add/drop period ends. Refunds will be issued through direct deposit, which means the funds will be sent directly to a bank account (determined by the student) once the refund is processed. Students will be required to sign up online with their bank information. Students who do not sign up for direct deposit will be issued a check that will be mailed to the student's billing or local address.

To receive a refund for any other nonfinancial aid-related credit balance remaining on the student's account after all charges and credits have been processed, the student must make a request for a refund, either in writing, through a Pepperdine e-mail account, or in person through the Office of Student Accounts.

Refund payments of credit balances will not be made until funds have cleared the bank and are showing on the student's account; this includes credits from loan funds, checks, and dropped courses. If the credit includes a payment by check, there is a ten-working-day waiting period before the funds may be returned.

Students should consult with the Financial Aid Office and the Office of Student Information and Services (Registrar's Office) concerning the effect of withdrawal or change in course load on financial aid or veterans' benefits. All charges owed must be paid at the time of withdrawal or dismissal. Students receiving financial assistance may be required to return a portion of financial aid proceeds as determined by the date of withdrawal or change in course load.

## **Security Interest in Student Records**

A student may not receive any diploma, certificate, or transcript until all accounts, current or otherwise, have been settled in accordance with University policies described above. Such documents will be retained by Pepperdine University as security for such obligations until they are satisfied.

If a student defaults on payment of a student loan and/or student account balance, all records will be held until the student either brings the loan to

current status or pays off the account balance. Every student with a loan must complete an exit interview with the Financial Aid Office before any records will be released. Each student also agrees to pay all costs of collection upon default, including, but not limited to, collection agency fees, attorney fees, and location searches.

## FINANCIAL AID



*The Financial Aid Office can assist students with the loan application process.*

Pepperdine University participates in a variety of federal and state aid programs that are available to admitted Graziadio School students who are U.S. citizens, permanent residents, or other eligible non-citizens. To obtain financial aid funding and to retain financial aid eligibility, students must:

- be enrolled at least half time (six units for BSM and four units for graduate students),
- make satisfactory academic progress as described in the catalog,
- complete the program within 150 percent of the normal program duration (e.g., 15 attempted trimesters for the BSM program or 18 attempted trimesters for the Fully Employed MBA program).

Undergraduate students may qualify for the Federal Pell Grant, the Federal Supplemental Educational Opportunity Grant (SEOG), the Federal Stafford Loan (subsidized or unsubsidized), or the California Grant A and B (available only to California residents).

Graduate students are eligible to participate in the Federal Stafford Loan Program (subsidized or unsubsidized) and Federal Graduate PLUS Loan Program. California residents who are able to demonstrate financial need and their intent to become college or university faculty members may apply for a California Graduate Fellowship Grant.

Federal Stafford loans are federally guaranteed low-cost, noncredit-based loans. Through a combination of Subsidized Stafford and Unsubsidized Stafford Loans, BSM students may borrow up to \$10,500 for each two-trimester period and graduate students up to \$20,500 each three-trimester period. The Federal Graduate PLUS loan is credit-based. This loan has no aggregate limit and is available to graduate students only. The annual amount of the Graduate PLUS loan cannot exceed the difference between the annual cost of attendance and other financial aid. These loans must be coordinated with other aid and cannot exceed the total cost of attendance.

To apply for federal and state financial aid programs, students must complete a Free Application for Federal Student Aid (FAFSA) form. Applications are reviewed throughout the year; however, during peak periods, students should allow a few weeks for application processing.

All students considering student loans are required to attend an entrance interview session prior to receiving any funds. Financial aid funds are sent directly to Pepperdine and are applied to student accounts upon verification of enrollment at the end of the add/drop period. Student loan funds are distributed in two or three disbursements and are received via Electronic Funds Transfer (EFT).

In addition, a variety of private credit-based education loans are available to students who are not eligible to receive federal loans or who want to supplement federal loans.

Further details on all financial aid programs are included in the "Financial Aid Application Guide" which is available on the Internet at <http://bschool.pepperdine.edu/financialaid/>.

Financial aid from federal, state, and institutional resources should be considered as a supplement to personal resources and not as a primary means for paying educational expenses. Pepperdine University does not unlawfully discriminate on the basis of any status or condition protected by applicable federal or state law in administration of its financial aid.

Pursuant to state law, a student's state financial aid may be suspended if a student is found to have engaged in certain acts of wrongdoing as defined in Sections 69810–12 of the California Education Code. Such wrongdoing includes being arrested and convicted of a public offense arising from disruptive acts on Pepperdine campuses or University-controlled property, willfully and knowingly disrupting the orderly operation of any of the campuses even if not arrested and convicted, and being suspended for disrupting the orderly operation of such campuses.

The Graziadio School offers a number of special scholarships for students meeting specific scholarship criteria. These awards are made available by gifts from University supporters and alumni as well as from endowed funds. Awards are made annually according to established criteria. The amounts may vary based on funds availability. A partial list follows:

**Associated Women for Pepperdine Scholarship**—This scholarship is designated for active members of the Church of Christ attending the Graziadio School. The Associated Women for Pepperdine is a group of Church of Christ women that annually raises funds to support praiseworthy students meeting the established criteria.

**Thomas E. Burnett, Jr., Memorial Scholarship**—This memorial scholarship was established in honor of Thomas E. Burnett, Jr., a 1995 graduate of the Graziadio School's Presidential/Key Executive MBA degree program, who passed away on September 11, 2001, on United Flight 93. It is designated for Graziadio School students who have demonstrated leadership skills.

**Reva Graziadio Endowed Scholarship**—Established by Reva Graziadio, the funds are designated for incoming full-time Graziadio School MBA students who have proven themselves as leaders and are active community members.

**John B. and Nelly Llanos Kilroy Scholarship**—Provided by the John B. & Nelly Llanos Kilroy Scholarship Fund, this scholarship is designated for Graziadio School students demonstrating exceptional scholastic merit and financial need.

**John Nicks Memorial Scholarship**—Established to honor the memory of administrator and long-time Pepperdine professor John D. Nicks, Jr., funds are designated for Graziadio School students who show their past and future commitment to serving others and have demonstrated financial need.

**J. McDonald and Judy Williams Scholarship**—Established by J. McDonald and Judy Williams, the funds are designated for active members of the Church of Christ attending the Graziadio School.

Please contact the Financial Aid Office for questions regarding these or any other scholarships that might be available.

General assistance or additional information on the application process or eligibility requirements may be obtained by writing or calling

Financial Aid Office

The Graziadio School of Business and Management

Pepperdine University

6100 Center Drive

Los Angeles, CA 90045

(310) 568-5530

(310) 568-2364 (Fax)

E-mail: [gbsmfinancialaid@pepperdine.edu](mailto:gbsmfinancialaid@pepperdine.edu)

Financial aid information also is available on the Internet at <http://bschool.pepperdine.edu/financialaid/>.

## ACADEMIC POLICIES



*From application through graduation, Graziadio School personnel provide counseling and assistance in all administrative and academic matters.*

The policies in this section apply to both graduate and undergraduate students. The section of this catalog entitled “Academic Programs” provides specific standards and measurements of achievement for each program. It is the responsibility of the student to be familiar with and to complete the requirements for the degree being sought. The staff of Pepperdine University will assist each student, but it is the student who must ensure that all degree requirements have been completed in the manner outlined in this catalog.

Exceptions to academic policies stated in this catalog must be presented to the Petitions Committee and approved by the associate dean for each program. To process petitions, students should contact the Program Office personnel. Appeals of Petitions Committee decisions should be addressed in writing to the associate dean for the respective program.

## Registration

An official registration period is scheduled prior to the opening of each trimester and at the beginning of programs of study not on the regular trimester calendar. New students are expected to register in person. New BSM and MBA students may register via the Internet after attending an orientation session. After the first registration, students in the full-time programs, as well as BSM and MBA students, may register via the Internet, by mail, or in person. After the official registration period, a late registration fee may be charged. Students who do not complete registration properly or who fail to secure final approval from the Student Accounts Office and the Office of Student Information and Services (Registrar’s Office) are not considered officially enrolled and will be denied all credit for the trimester.

## Cross-Registration

Students who are not admitted to an established Pepperdine joint degree program may still enroll for a limited number of courses in the University’s other four schools. Permission must be given by both the appropriate associate dean or designated administrator of the other school and the instructor of the course. Students should also have the permission of their academic advisor to ensure that the course taken will apply to their degree program. Students must complete the Cross-Registration Enrollment Form and may enroll only if space is available in the course. For complete information regarding how tuition will be charged for students enrolled in cross-registered courses, please contact the Office of Student Accounts.

## Fees

Enrollment verification will not be processed by the Office of Student Information and Services (Registrar’s Office) until a student is officially registered. Future enrollment will not be verified. To obtain enrollment verification, send a written request, or the appropriate enrollment verification



form(s), to the Office of Student Information and Services on the Malibu campus. The request must include the specific trimester(s) of enrollment to be verified. Please do not mail verification requests prior to the first week of the semester. Additional information may be found at <http://www.pepperdine.edu/registrar/verifications/>.

## **Full-Time and Part-Time Student Status**

For a BSM student, full-time enrollment is defined as 12 units per trimester, three-quarter enrollment as 9 to 11 units, and half-time status as 6 to 8 units. For graduate students, full-time enrollment is defined as 8 units; half-time enrollment is 4 units. This information is essential to the student who is receiving financial aid and is unable to maintain continuous enrollment for loan deferment purposes.

## **Add/Drop Policy**

Students may add or drop courses through the second week of the trimester. The add/drop period for courses not meeting on a regular trimester schedule, such as seven-week courses or weekend mode courses, is adjusted in the same proportion as the class time is to the total class time for a regular trimester. Students must have these changes approved by the appropriate program personnel and must notify the office in writing. Refunds for courses that are dropped within the add/drop period will be calculated based on the date submitted in person or the postmark date on the envelope containing the student's request to drop a course. Requests for course changes will not be accepted by telephone or in class. Students who drop all of their courses after the initial registration and up to the last day of the add/drop period will be charged a \$150 withdrawal fee.

## **Withdrawal from Classes**

For full-trimester classes, a student may withdraw from any class without academic penalty from the beginning of the third week of a trimester through the end of the eighth week. The withdrawal period for courses not meeting on a regular trimester schedule, such as seven-week courses or weekend mode courses, is adjusted in the same proportion as the class time is to the total class time for a regular trimester. The permanent record will indicate a grade of "W" for such withdrawals. After the eighth week of a trimester, a student may not withdraw from any course without obtaining written permission from the Petitions Committee. No petition for special withdrawal will be considered during or after the final week of the trimester. Based upon the instructor's indication of the student's academic status at the time of withdrawal, a grade of "W" or "WF" will be assigned. Students who do not officially withdraw from their classes automatically will be assigned a grade of "F" by the instructor. No financial adjustment will be made for withdrawal after the eighth week of a trimester. Withdrawals are official only upon timely notification to the Office

of Student Information and Services (Registrar's Office) or the Program Office. Information on registration changes of any student receiving veterans' benefits or government financial aid will be forwarded to the Veterans Administration and appropriate lending agencies whenever such changes occur. The Veterans Administration also is notified whenever a student receiving veterans' benefits allows a grade of "I" to lapse into the grade of "F."

## **Withdrawal from the University**

A student who leaves the University during a term, but after the add/drop period, must officially withdraw from all classes as well as check out from appropriate campus offices. These offices are designated by the Office of Student Information and Services (Registrar's Office) or the Program Office. Only those students who follow these procedures and return all appropriate documents to the Office of Student Information and Services are considered to be officially withdrawn.

## **Involuntary Military Service**

Students who are on reserve in the military and are involuntarily called to active duty due to national emergencies may withdraw from courses and the University at any time during the term. Transcripts will be coded as "WM" (withdrawal due to military service) for withdrawals that occur after the add/drop period. The student will receive a 100 percent tuition refund. No withdrawal fees will be charged.

If the involuntary withdrawal occurs during the period of a term where the grade of "I," indicating incomplete work, could be granted, students may request a grade of incomplete from the professor. All appropriate rules for incomplete courses apply with one exception: If the student is still on active duty when the expiration date to complete the course and revoke the incomplete occurs, the grade will default to "WM" (rather than "F") and a full refund will be made to the student.

Furthermore, once students complete their involuntary tours of duty, upon request, Pepperdine will readmit them within the first 12 months following completion of their tours of duty without requiring them to reapply to the University. The students' tours of duty time will not count as part of the time limit set for degree completion.

Along with a letter of intent of withdrawal, the student must submit a copy of his or her military orders. For readmission, students must submit a copy of their discharge papers along with a request for readmission.

## **Basis of Academic Credit**

Academic credit at Pepperdine University is granted in terms of semester units. One semester unit represents one 50-minute class period for each week of a trimester. The total amount of class time in the trimester system is equivalent to the class time spent in a typical semester system.

## Definition of the Grade Point System

The quality of achievement in a course is measured as follows. For undergraduates, “A” indicates outstanding achievement; “B,” superior; “C,” average or satisfactory; “D-,” the lowest passing grade; and “F,” failure. For graduate students, “A” indicates superior work, “B” indicates average or satisfactory, and “C-” is the lowest passing grade.

A grade of “A” earns 4.0 grade points per unit; “A-,” 3.7 grade points; “B+,” 3.3 grade points; “B,” 3 grade points; “B-,” 2.7 grade points; “C+,” 2.3 grade points; “C,” 2.0 grade points; “C-,” 1.7 grade points; “D+,” 1.3 grade points; “D,” 1.0 grade point; “D-,” 0.7 grade point; and “F,” no grade points.

A “W” or “WM” (withdrawal due to military service) indicates a withdrawal from a course in good standing. A “WF” (withdrew failing) is recorded in cases where withdrawal has been approved for a student not doing passing work in the course. It is calculated as an “F” in the grade point average. A “WU” (withdrew unofficially) is recorded for students who register but do not attend class. A “WU” is not calculated in the grade point average.

For certain specified courses, students receive the grade of “CR” (credit) in the event of acceptable work or “NC” (no credit) in the event of unacceptable work. In such courses where a grade of “CR” is given, no grade point value is assigned and the grade is not averaged into the cumulative grade point average. A grade of “CR” is assigned to indicate work equivalent to “A” or “B” and “NC” indicates “C” or lower. Credit/no credit grades are not computed in the overall or trimester grade point average, except where academic probation or academic dismissal is concerned. If there is a question of academic probation or academic dismissal, each “NC” will be computed as equivalent to zero grade points in figuring the student’s grade point average. In such cases, units for which a grade of “CR” was assigned will not be computed in the student’s grade point average.

A grade of “I,” indicating incomplete work, is assigned to a student who has attended class but who, because of an emergency, fails to complete the final examination or other assigned work. All such courses must be completed within one trimester from the date the grade of “I” is assigned or the “I” becomes an “F.” A time period of less than one trimester may be assigned at the instructor’s request. If a student cannot complete the work in the trimester (because of illness or other extenuating circumstances), the student may, with the instructor’s approval, file a petition for an extension with the Petitions Committee. This petition must be signed by the instructor and filed before the end of the trimester.

A grade of “IP” (in progress) is assigned only in courses that are allowed more than one trimester for completion; e.g., student teaching, graduate theses, and graduate projects. “IP” grades assigned for the P/KE Project Seminar remain as “IP” until the research project is complete. If the project is not completed by the eighth trimester from initial enrollment, all “IP” grades received for the Project Seminar courses automatically will default to “NC” (no credit).

## Student Petitions

Petitions regarding grades, transfer of credit, or financial and other student issues must be made within two trimesters of completion of the course work on which the petition focuses. To process petitions, students should contact the Program Office personnel.

## Auditing a Course

Students may audit certain classes with the consent of the instructor, space permitting. An audited course does not appear on the student's academic record and no grade is assigned. Degree requirements cannot be met through auditing. Students are not permitted to challenge any course for credit which has been audited previously.

## Transcripts of Academic Records

Transcripts are furnished upon payment of a fee for each transcript issued. Normally, official transcripts are delivered by mail. Official transcripts can be issued to the student only in a sealed envelope. If the seal is broken, the transcript ceases to be official. Alumni and current students may request official transcripts online through a service provided by the National Student Clearinghouse which is accessible through WaveNet. Ordering transcripts online provides alumni and students the convenience of 24-hour access and the ability to track orders electronically. In addition to the online transcript-ordering service, Pepperdine alumni and students can request official transcripts by mail, fax, or in person. For more information, visit the transcript-ordering Web site at <http://www.pepperdine.edu/registrar/transcripts>. The request should show the student's full name and ID number, the program of enrollment, and the inclusive dates of attendance.

Transcript requests should be filed at the Office of Student Information and Services (Registrar's Office) at least one day before the transcript is needed. Release of transcripts will be delayed during periods when grades are being processed at the end of each trimester. No transcript will be supplied for work taken at other institutions. Requests for partial transcripts will not be honored. The Office of Student Information and Services will not release transcripts unless the student has made satisfactory arrangements with the Student Accounts Office. See the policy on withholding of transcripts, diplomas, and certificates in the "Security Interest in Student Records" section of this catalog.

## Course Numbering System

### Upper-Division Courses

Courses numbered 300–599 are open to students who have completed 40 units of work. Courses numbered 500–599 are open to upper-division or graduate students. These courses represent advanced upper-division work or

graduate-level courses. Students taking 500-level courses for graduate credit will be required to do assignments in addition to those required of undergraduates.

### **Graduate Courses**

Courses numbered 600–699 are open to graduate students only. These courses may be taken for undergraduate credit in very rare circumstances and only with the approval of the associate dean.

## **Continuation of Academic Programs**

Pepperdine University reserves the right to modify or discontinue any academic offerings or degree programs. In such cases, the University will make reasonable efforts to allow current students to complete the program or will assist in their transfer to other acceptable programs or institutions.

## **Intent to Graduate**

The Intent to Graduate form may be obtained from the Office of Student Information and Services (Registrar's Office) and online and should be completed and filed by the deadline dates indicated in the academic calendar.

Students failing to file their Intent to Graduate form and pay their graduation fees (where applicable) by the deadline printed in the academic calendar for the trimester in which they plan to graduate will not be allowed to graduate in that trimester.

Attendance at the graduation exercises is expected. Students who cannot attend graduation exercises must notify the Office of the Associate Dean for Academic Affairs at least two weeks before the graduation date.

## **Attendance**

Attendance at every class and workshop meeting is expected of each student. Any exceptions to this rule must be made by the instructor, who is responsible for keeping attendance records.

## **Information for Veterans**

Veterans, armed services personnel, and qualified dependents who desire to be counseled regarding VA benefits should contact the Office of Student Information and Services (Registrar's Office). All VA forms and VA counseling are handled by the Office of Student Information and Services. Students intending to use VA benefits should be aware of the following policies:

1. It is the students' responsibility to notify the Office of Student Information and Services immediately when they increase or decrease their unit load, withdraw, or take a leave of absence. It is also the students' responsibility to inform this office every trimester of the number of units in which they are enrolled.

2. It is the students' responsibility to pay their own tuition. The VA considers its payments a reimbursement, not a subsidy. It usually takes six to eight weeks from the time a student's papers are processed by the Office of Student Information and Services until a check is received. Students who file their papers with this office eight weeks before the beginning of the trimester will be certified on an "intent-to-register" basis and can generally expect to have their checks by the second week of the trimester after their enrollment has been verified.
3. All students using VA benefits must make satisfactory progress toward their educational objectives. In general, unsatisfactory progress is considered attainment of less than a "C" (2.0) grade point average for undergraduate students and less than a "B" (3.0) grade point average for graduate students for two consecutive trimesters. Students who withdraw from the University will have their benefits terminated as of the beginning of the trimester of withdrawal. If a student is dismissed for academic reasons, benefits will be terminated as of the date of dismissal. Students who have had their benefits terminated in this manner must be counseled by the school official before their benefits will be restored. Students who fail to complete all courses attempted in a trimester will have their benefits adjusted.
4. Students who drop a course (or courses) in the middle of the trimester will have their benefits adjusted accordingly, effective as of the beginning of the trimester, except in extenuating circumstances. In cases where students do not return for the next trimester, benefits will be terminated on the ending date of the previous trimester.
5. Students receive official grade reports at the end of each trimester. These grade reports include all course work attempted, units completed, grades earned for the trimester, and cumulative and trimester grade point averages. Students wishing to review their academic progress records may do so in person by presenting proper identification to the Office of Student Information and Services.

## **Time Limit**

All requirements for the degree must be completed within seven calendar years from the date on which the student begins work at Pepperdine University. Some degree programs have shorter time limits for completion; refer to the appropriate program section for specific requirements. In some cases, the associate dean may grant a limited extension of time. A written request, together with supporting evidence of extenuating circumstances, must be presented to obtain this extension of time.

## LEGAL NOTICES



*Enrollment constitutes an agreement by the student to abide by the rules, regulations, and policies of Pepperdine University.*

## **Introduction**

Students and prospective students should read this catalog carefully. The catalog, along with other published policies, describes student rights and duties with respect to the University. Enrollment constitutes an agreement by the student to abide by the rules, regulations, and policies of Pepperdine University.

## **Provisions Subject to Change**

The provisions of this catalog, including rules of conduct, academic offerings, policies, procedures, and all charges, are subject to change by Pepperdine University after reasonable notice. It is anticipated that costs will increase in future years due to inflation, strengthened academic and extracurricular offerings, or other factors. Pepperdine University will limit changes during an academic year to those that the University believes are reasonable and/or necessary.

## **Applicability of Catalog Provisions**

The academic offerings and policies in this catalog are applicable only to students who matriculate prior to the 2009 fall trimester and who attend Pepperdine University after August 24, 2008.

## **Campus Security Act**

A copy of the Campus Security Act is available upon request from the Personnel Department or the Provost's Office.

## **Nondiscrimination Policy**

Pepperdine University does not unlawfully discriminate on the basis of any status or condition protected by applicable federal or state law in administration of its educational policies, admission, financial aid, employment, educational programs, or activities.

The University's equal opportunity director is responsible for the coordination of nondiscrimination efforts and the monitoring of employee and student complaints alleging discrimination. The Equal Opportunity Office is located in the Charles B. Thornton Administrative Center at Malibu; the telephone number is (310) 506-4208. Grievances should be directed to the appropriate school or department, and complainants are encouraged to exhaust institutional procedures before seeking relief outside the University.

The laws and regulations prohibiting the above discrimination are (1) Titles VI and VII of the Civil Rights Act of 1964, 29 CFR 1601–1607; (2) Equal Pay Act of 1963, 29 CFR Part 800; (3) Title IX of the Education Amendments of 1972, 45 CFR Part 86; (4) Age Discrimination in Employment Act of 1967, 29



CFR Part 850; (5) Sections 503 and 504 of the Rehabilitation Act of 1973, 45 CFR Part 84 and 41 CFR Part 741; (6) Section 402 of the Vietnam Era Veterans' Readjustment Act of 1974, 41 CFR Part 60-250; and (7) the Americans with Disabilities Act of 1990. Inquiries regarding compliance with the above laws and the regulations thereunder may be directed to the equal opportunity officer of the following agencies (keyed to number above):

- (1), (7) Equal Employment Opportunity Commission  
2401 E Street, NW  
Washington, DC 20506
- (2), (4) Wage and Hour Division  
U.S. Department of Labor  
Washington, DC 20210
- (3), (5) Office of Civil Rights  
U.S. Department of Education  
330 Independence Avenue, SW  
Washington, DC 20201
- (6) U.S. Department of Labor  
Washington, DC 20210
- (7) U.S. Department of Justice  
Washington, DC 20210

## Conduct

The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable.

The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
- Forgery, alteration, or misuse of University documents, records, or identification.
- Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.
- Interference with the academic or administrative process of the University or any of its approved activities.

- Inability to maintain standards of behavior and decorum reasonably expected of a graduate class and/or otherwise unprotected behavior that disrupts the classroom environment.
- Theft or damage to property.
- Violation of civil or criminal codes of local, state, or federal governments.
- Unauthorized use of or entry into University facilities.
- Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

**Dismissal**—separation of the student from the University on a permanent basis.

**Suspension**—separation of the student from the University for a specified length of time.

**Probation**—status of the student indicating that the relationship with the University is tenuous and that the student's records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student's privileges may accompany probation.

## Code of Academic Ethics and Conduct for Students

Pepperdine University expects from all of its students and employees the highest standard of moral and ethical behavior as this is an integral part of the educational process.

The Code of Academic Ethics and Conduct for Students provides among students, faculty, and administration a spirit of community where such development of the whole person can take place. Furthermore, the code creates a climate of mutual trust, respect, and interpersonal concern where openness and integrity prevail.

The code emphasizes the dignity and development of each individual. The code maintains free competition and independent intellectual effort, not tolerating dishonesty, cheating, or plagiarism. If acts of dishonorable conduct occur, the code outlines the procedures as well as sanctions to censure such activity.

To be effective, the code must be maintained by the Graziadio School community. This requires a genuine sense of maturity, responsibility, and sensitivity on the part of every member. In particular, each member of the Graziadio School community is expected to pursue his or her academic work with honesty and integrity.

### 1.0 Policies

#### 1.1 Scope

This document is limited to those areas of campus life that are directly related to academic ethics. Each faculty or staff member and each student, upon admission to the Graziadio School, will be expected to express support for the code.

Upon completing each assignment, every student is expected to have abided by the principles of the code.

## **1.2 Violations**

In the spirit of the ethical standard upon which Pepperdine University was founded, the following guidelines have been developed to stress the importance of the ethical and moral values which are essential in today's business environment and in one's personal life. Within the code, sanctions will be imposed upon those who participate in academic dishonesty. Participation includes acting dishonestly oneself as well as tolerating dishonest acts by others.

Four basic categories of dishonorable behavior are noted below along with several examples of each category. These categories and examples are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this code. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times.

### **1.2.1. Misrepresentation of Academic Work**

- a. Plagiarism, or the employment of another's statements or thoughts without giving that source appropriate credit;
- b. Unauthorized multiple submission of the same paper(s);
- c. Submitting for credit a purchased assignment or paper;
- d. Submission of an assignment prepared by another person (or persons) that is misrepresented as the student's independent work;
- e. Willfully not fully participating in a team project.

### **1.2.2 Interference with Fair Competition and with Independent Intellectual Pursuits**

- a. Giving, receiving, or using unauthorized aid on examinations or projects;
- b. Colluding with others when independent work is specified;
- c. Deliberately defacing or removing course materials and thereby making them unavailable to others;
- d. Taking unfair advantage of other students by, without justification or permission, continuing to work after authorized time for the assignment has ended;
- e. Being aware of dishonesty in an examination process or work assignment and not promptly reporting it to the instructor or the administration;
- f. Making false accusations, deliberately or recklessly, regarding the integrity or competency of a faculty member or student.

### **1.2.3. Solicitation of Dishonorable Behavior**

- a. Offering to buy or sell unauthorized aid on examinations, papers, projects, or grades;
- b. Offering or accepting bribes related to academic work.

**1.2.4. Improper Conduct**

- a. Dishonesty in any form, including illegal copying of software and knowingly furnishing false information to the University;
- b. Forgery, alteration, or misuse of University documents, records, or identification;
- c. Failure to comply with written or verbal directives of duly authorized University officials who are acting in performance of assigned duties;
- d. Interference with the academic or administrative process of the University or any of its approved activities;
- e. Inability to maintain standards of behavior and decorum reasonably expected of a graduate class and/or otherwise unprotected behavior that disrupts the classroom environment;
- f. Theft or damage to property;
- g. Violation of civil or criminal codes of local, state, or federal governments;
- h. Unauthorized use of or entry into University facilities;
- i. Violation of any stated policies or regulations governing student relationships to the University.

**2.0 Recommended Sanctions****2.1. First Honor Offense**

- a. Failing grade for the test and/or assignment; or
- b. Failing grade for the course and probation. Probation refers to the status of the student indicating that the relationship with the University is tenuous and that the student's records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student's privileges may accompany probation; or
- c. Immediate suspension from the University (duration to be determined) for a minimum of one semester; or
- d. Immediate and permanent dismissal from the University.

**2.2. Second Honor Offense: Immediate and Permanent Dismissal from the Graziadio School.**

Any sanction given to a student will be on permanent file with the Program Director's Office in the Graziadio School and, if the student is dismissed, with the Office of Student Information and Services (Registrar's Office). To assist in future deliberations of the Academic Ethics Committee (AEC), a summary of prior cases, without name identification but including their general facts and recommendations, shall be maintained in the Program Director's Office and made available to the AEC.

The complete text of the Code of Academic Ethics and Conduct for Students may be accessed at the Graziadio School Web site at <http://bschool.pepperdine.edu>.

## Right to Appeal

The University has initiated and implemented procedures for appeals by students with the intent of assuring fairness and objectivity. The procedures are not designed to incorporate all of the due process safeguards that our courts of law require. The purpose is to provide a system that will represent “fairness and the absence of arbitrariness.”

The University will make every effort to see that appeal procedures are clear to the students and that their avenue of appeal is not burdensome.

## Nonacademic Student Grievance Procedure

The Graziadio School has implemented procedures for students with nonacademic grievances, including allegations of sexual harassment, discrimination, and/or the denial of reasonable accommodations to persons with disabilities. Students may obtain a copy of the procedures from the Office of the Associate Dean for Academic Affairs.

## Computer and Network Responsible Usage Policy

### General Statement

The Computer and Network Responsible Usage Policy is a University-wide measure providing rules for the proper use and management of all University computing and network resources. The University provides these resources to support Pepperdine’s instruction, research, and service missions; administrative functions; student and campus life activities; and the free exchange of ideas among members of the University community and between the University and the wider local, national, and world communities.

The use of University technology, like the use of any other University resource or activity, is subject to the normal requirements of legal and ethical behavior within the University community. Thus, legitimate use of the University’s computer and network systems does not extend to whatever is technically possible. Although some limitations are built into computer operating systems and networks, those limitations are not the sole restrictions on what is permissible. Users must abide by all applicable restrictions, whether or not they are integrated into the operating system or network and whether or not they can be circumvented by technical means.

The University grants access to its networks and computer systems subject to certain responsibilities and obligations described below and subject to all local, state, and federal laws. Consequently, all computer and network use must be legal, ethical, and consistent with the University’s mission.

Users are responsible for checking the University’s Information Technology Web site to ensure familiarity with the most current version of the Computer and Network Responsible Usage Policy.

## Applicability

This policy applies to all users of University computing resources, whether affiliated with Pepperdine or not, and to all uses of those resources, whether on campus or from remote locations. Additional policies may apply to specific computers, computer systems, or networks provided or operated by specific units of the University or to uses within specific units. For further information, users should consult the operators or managers of the specific computer, computer system, or network in which they are interested.

## Policy

All users of University computing resources must

- **Comply with all federal, state, and other applicable laws; all generally applicable University rules and policies; and all applicable contracts and licenses.**

Examples include, but are not limited to, the laws of libel, privacy, copyright, trademark, obscenity, and child pornography; the Electronic Communications Privacy Act and the Computer Fraud and Abuse Act, which prohibit “hacking,” “cracking,” and similar activities; the applicable code of student conduct; the University’s sexual harassment policy; and all applicable software licenses. Users who engage in electronic communications with persons in other states or countries or on other systems or networks should be aware that they may also be subject to the laws of those other states and countries and the rules and policies of those other systems and networks. Users are responsible for ascertaining, understanding, and complying with the laws, rules, policies, contracts, and licenses applicable to their particular uses.

- **Use only those computing resources they are authorized to use and use them only in the manner and to the extent authorized.**

Ability to access computing resources does not, by itself, imply authorization to do so. Users are responsible for ascertaining what authorizations are necessary and for obtaining them before proceeding. Unless authorized by the University’s Office of Information Technology, user IDs and passwords may not, under any circumstances, be shared with, or used by, persons other than those to whom they have been assigned by the University.

- **Respect the privacy of other users and their accounts, regardless of whether those accounts are securely protected.**

Ability to access other persons’ accounts does not, by itself, imply authorization to do so. Users are responsible for ascertaining what authorizations are necessary and for obtaining them before proceeding.

- **Respect the finite capacity of technology resources and limit use so as not to consume an unreasonable amount of those resources or interfere unreasonably with the activity of other users.**

Although there are no set bandwidth, disk space, CPU time, or other limits applicable to all uses of University computing resources, the University

may require users of those resources to limit or refrain from specific uses in accordance with this principle. For example, streaming audio or news feeds for nonacademic purposes can saturate technology resources with voluminous traffic to the exclusion of another's use. The reasonableness of any particular use will be judged in the context of all of the relevant circumstances.

- **Refrain from using resources for personal commercial purposes or for personal financial or other gain.**

University computing resources cannot be used for personal commercial purposes or for personal financial or other gain.

- **Refrain from stating or implying that users speak on behalf of the University and from using University trademarks and logos without authorization to do so.**

Affiliation with the University does not, by itself, imply authorization to speak on behalf of the University. Authorization to use University trademarks and logos on University computing resources may be granted only by the Office of Public Affairs, as appropriate. The use of suitable disclaimers is encouraged.

## **Enforcement**

Users who violate this policy may be denied access to University computing resources and may be subject to other penalties and disciplinary action, both within and outside of the University. Violations will normally be handled through the University disciplinary procedures applicable to the relevant user. However, the University may temporarily suspend or block access to an account, prior to the initiation or completion of such procedures, when it reasonably appears necessary to do so in order to protect the integrity, security, or functionality of University or other computing resources or to protect the University from liability. The University may also refer suspected violations of applicable law to appropriate law enforcement agencies.

## **Security and Privacy**

The University employs various measures to protect the security of its computing resources and of its users' accounts. Users should be aware, however, that the University cannot guarantee such security. Users should, therefore, engage in "safe computing" practices by establishing appropriate access restrictions for their accounts, guarding their passwords, and changing them regularly. Also, users should ensure the installation of anti-virus software and appropriate updates for personally owned computers connecting to Pepperdine's network and University computers.

Users should also be aware that their uses of University computing resources are not private. While the University does not routinely monitor individual usage of its computing resources, the normal operation and maintenance of the University's computing resources require the backup, the logging of activity, the monitoring of general and individual usage patterns, and other such activities that are necessary for the rendition of service.

The University, in its discretion, may disclose the results of any such general or individual monitoring, including the contents and records of individual communications, to appropriate University personnel or law enforcement agencies and may use those results in appropriate University disciplinary proceedings.

## Student Health Insurance Policy

All graduate students are required to carry health insurance. For students who do not have private medical insurance, the University offers an affordable injury and sickness policy that is underwritten by the Aetna Life Insurance Company. For more information about the health plan, please see the Student Health Center Web site at [www.pepperdine.edu/healthcenter](http://www.pepperdine.edu/healthcenter).

## Substance Abuse Policy

### Purpose

In keeping with the mission of the University and its commitment to provide an alcohol- and drug-free work environment, the University has formulated the following policy regarding alcohol and drugs.

### Applicability

This policy applies to all students.

### Definitions

*Substance* means any drug (including alcohol) that has known mind- or function-altering effects on a human subject, specifically including psychoactive substances and including, but not limited to, substances controlled or prohibited by state and/or federal law. *Alcohol* in this context means beer, wine, and all forms of distilled liquor or any beverage, mixture, or preparation containing ethyl alcohol.

### Prohibitions

The University prohibits the illegal use, possession, transport, manufacture, distribution, promotion, or sale of drugs, drug paraphernalia, or look-alike (simulated) drugs and the unauthorized use or possession of alcohol while on any facility controlled by the University or as part of any University-sponsored activity.

Students may not be on University-controlled property or engage in any University activity while under the influence of any drug, alcohol, or other substance that will in any way affect their alertness, coordination, or response or affect their safety or the safety of others.

### Health Risks

The University is very concerned about harm to students using or abusing drugs and alcohol. All drugs are toxic or poisonous if abused. Health risks



of drug abuse include, but are not limited to, sleep disorders, confusion, hallucinations, paranoia, deep depression, impotence, liver and kidney damage, cardiac irregularities, hepatitis, and neurological damage. Abuse of either alcohol or drugs during pregnancy increases the risk of birth defects, spontaneous abortion, and stillbirths.

Alcohol is a depressant. It depresses the central nervous system and can cause serious, irreversible physical damage. Excessive drinking damages the liver, resulting in cirrhosis. Chronic alcohol abuse also causes hypertension; cardiac irregularities; ulcers; pancreatitis; kidney disease; and cancer of the esophagus, liver, bladder, or lungs.

### **Student Assistance**

Any individuals within the University community who have developed an alcohol or drug dependency and who so identify themselves to faculty or administrators will be afforded every reasonable consideration so long as they continue appropriate efforts to achieve and maintain sobriety. Such individuals have the right to expect that such disclosures will be held in confidence and not relayed to another who does not have a legitimate need to know. Facilities of the University will be made available to alcohol and drug recovery self-help groups that serve the University community and the general public for the conduct of their meetings. Confidential counseling and treatment are available to students through the Student Health and Counseling Center on the Malibu campus and the Psychological and Educational Clinic at the West Los Angeles Graduate Campus or by referral to appropriate agencies off campus.

### **Legal Sanctions**

Local, state, and federal laws establish severe penalties for unlawful possession of illicit drugs and alcohol. These sanctions, upon conviction, may range from a small fine and probation to imprisonment for up to one year or a \$1,000 fine, or both. It is especially important to note that federal laws have increased the penalties for illegally distributing drugs to include life imprisonment and fines in excess of \$1 million.

### **Disciplinary Action**

1. Any student found supplying alcohol or drugs on campus or unlawfully supplying alcohol or drugs to another member of the community or the public at large will be subject to immediate suspension leading to dismissal.
2. In the case of a student residing on campus found by a resident assistant, public safety officer, or other University official to be in an intoxicated state: Upon a first offense a report will be entered, the individual will be returned to his or her residence, a residence hall employee will be alerted to the condition of the student, and the individual will subsequently be reminded of the University Substance Abuse Policy. The student will be contacted by an appropriate University official to determine whether personal counseling is advisable or whether disciplinary action is necessary.

- If a student is unruly, disruptive, or destructive, a report will be entered and the student confined to his or her residence until sober or detained.
  - A student found in two or more incidents to be under the influence of drugs or alcohol may, at the discretion of University officials, be suspended for up to one year, or in cases where no improvement is evident, dismissed from the University.
  - Any student who encourages another to consume alcoholic beverages or any other substance as a means to induce that individual to engage in behavior that would otherwise be against that person's will is subject to dismissal from the University.
3. Nonresident students found to be under the influence of alcohol or drugs will be detained until safe transport to their dwelling can be arranged. Patterns of intoxication and behavior problems among nonresident students will be treated in the same way that similar problems among resident students are treated.
  4. It will be the policy of the Department of Public Safety to prevent any intoxicated individual from operating a vehicle on campus or leaving the campus by operating a vehicle.

## **Smoking Policy**

Research demonstrates that tobacco smoke is a health hazard to both smokers and nonsmokers. According to the Surgeon General, cigarette smoking is the leading preventable cause of illness and premature death in the United States. Nonsmokers who are regularly exposed to second-hand smoke are also at increased risk of illness. In the interest of creating a safe and healthy environment, Pepperdine University has adopted the following policy.

### **Malibu Campus**

This policy applies to all University facilities on the Malibu campus. All persons using the facilities of the University are subject to this policy.

1. Smoking is prohibited inside any area of any University-maintained building, including faculty/staff offices and student residential facilities. Except as otherwise designated, this includes hallways, breezeways, patios, balconies, doorways, elevators, and loading docks.
2. Except as otherwise designated, smoking is prohibited outdoors:
  - Near any undeveloped, brush area.
  - Within 20 feet of the entrance to any campus building or ventilation system.
  - On the following lower campus plazas: Joslyn Plaza, Adamson Plaza, and the plaza located in front of the Payson Library main entrance.
  - At spectator sports or other outdoor campus events.
3. Smoking is prohibited in any vehicle owned, leased, or operated by the University.

4. The sale, distribution, or advertisement of tobacco products is prohibited on campus.

### **Graduate Campuses**

At the University's graduate campuses, the building management of each property has its own policy and requirements concerning tenant and occupant smoking practice. All graduate campus properties currently have a similar policy regarding no smoking inside any of the buildings. Smoking is permitted only outside of the buildings and at specific locations in open areas.

### **International Programs**

The University's international programs facilities follow guidelines that are comparable to those followed at the Malibu campus.

### **Cessation**

Smoking-cessation programs are available to faculty, staff, and students through the University's Wellness Program. For more information, please call (310) 506-7592.

### **Compliance**

All members of the University community share in the responsibility of adhering to and enforcing this policy. The success of this policy depends upon the thoughtfulness, consideration, and cooperation of both smokers and nonsmokers.

## **Sexual Harassment Policy**

Pepperdine University reaffirms the principle that its students, faculty, and staff have a right to be free from sex discrimination in the form of sexual harassment by any member of the University community.

Sexual harassment is defined as an attempt to coerce an unwilling person into a sexual relationship; or to subject a person to unwanted sexual attention; or to punish a refusal to comply; or to create a sexually intimidating, hostile, or offensive working, living, or educational environment. This definition will be interpreted and applied in a manner consistent with accepted standards of mature behavior, academic freedom, and the mission of the University.

Complaints about sexual harassment will be responded to promptly. The right to confidentiality of all members of the University community will be respected in both informal and formal procedures, insofar as possible. This policy explicitly prohibits retaliation against individuals for bringing complaints of sexual harassment. Formal procedures will not be initiated without a written, signed complaint. An individual found to be guilty of sexual harassment is subject to disciplinary action for violations of this policy, consistent with existing procedures.

## University Policy on Hazing

Pepperdine University is dedicated to a hazing-free environment. Hazing is prohibited by state law and University policy. Hazing is defined as any method of initiation or pre-initiation into a student organization or student body, whether or not the organization or body is officially recognized by an educational institution, which is likely to cause serious bodily injury to any former, current, or prospective student of any school, community college, college, university, or other educational institution (California Penal Code §245.6). All students and members of campus organizations, whether or not recognized by the University, are required to fully comply with California Penal Code requirements on hazing and the University's prohibitions regarding hazing. Individuals should be aware that any person (whether student or non-student) who personally engages in hazing resulting in death or serious bodily injury, as defined by the California Penal Code, is guilty of either a misdemeanor or felony. Verbatim copies of the California hazing statutes and the University's regulations prohibiting hazing may be obtained from the Student Activities Office.

## Student Records Policy

The Family Educational Rights and Privacy Act of 1974, also known as the Buckley Amendment or FERPA, provides, generally that (1) students shall have the right of access to their educational records, and (2) educational institutions shall not release educational records to non-school employees without consent of the student, subject to the exceptions provided by law. "Students" as used in this notice include former students but does not include applicants who have not attended Pepperdine University.

### Right of Access

With a few exceptions provided by law, students at Pepperdine University may see any of their educational records upon request. Access must be granted no later than 15 days after the request. Students further have the right, under established procedures, to challenge the factual accuracy of the records and, in some instances, to enter their viewpoints in the records.

Students may waive their right of access to recommendations and evaluations in the cases of admission, applications for employment, and nominations for awards. Pepperdine University may not require students to sign a waiver of their right of access to their records, but students and prospective students should be aware that users of recommendations and evaluations made without a signed waiver may discount their helpfulness and validity.

### Disclosure of Student Records

With several exceptions provided by law, Pepperdine University cannot release information concerning students to prospective employers, government agencies, credit bureaus, etc., without the written consent of the student. Students and alumni applying for jobs, credit, graduate school, etc., can expedite

their applications by providing the University with written permission to release their records, specifying which records and to whom the release should be made. The student's written consent is not required for the disclosure of grades, disciplinary action, or other information to parents of students who are dependents for federal income tax purposes. Parents requesting information may generally be granted access upon submission to the University of a signed statement or other evidence of federal income tax dependency.

The University has designated the following categories of information as "directory information," which may be released to the public without notice or consent of the student: student's name; address; telephone number; major field of study; participation in officially recognized activities and sports; weight and height of members of athletic teams; dates of attendance; degrees, honors, and awards received; enrollment status; classification; thesis titles/topics; photograph; e-mail address; and the most recent previous public or private school attended by the student.

The student may request that certain categories of directory information not be released to the public without the student's written consent. Such requests shall be submitted in accordance with the Student Records Policy of the University.

### **Further Information**

This notice is not intended to be fully explanatory of student rights under FERPA or California law. Students may obtain copies of the official Student Records Policy, which contains detailed information and procedures, upon request to the Office of Student Information and Services, Pepperdine University, 24255 Pacific Coast Highway, Malibu, California 90263. Copies may also be obtained online at <http://www.pepperdine.edu/registrar/policies>.

### **Right to File a Complaint**

Any student alleging failure of the University to comply with FERPA may file a complaint with the Family Educational Rights and Privacy Act Office (FERPA), Department of Education, 330 Independence Avenue, SW, Washington, DC 20201. Students are encouraged to utilize the internal University grievance procedures to resolve complaints prior to contacting outside agencies.

## **Third-Party Vendor Agreements**

In order to best serve its students, the University engages various third-party vendors to provide, for example, janitorial, food, beverage, bookstore, and other services for the University community. Depending upon the terms of the vendor agreements, some of these relationships may also in certain circumstances provide an opportunity for the University to receive return payments from a vendor. As a good steward of its limited resources, the University periodically reviews these relationships to ensure that students' interests continue to be well served and that appropriate quality levels are maintained.

## Use of the Name of Pepperdine University or the Graziadio School

Students in the Graziadio School, either individually or collectively, shall not, without consent of the proper authorities, use the name of Pepperdine University or the Graziadio School in connection with any activity of any kind outside of the regular work of the school. Violation of this rule may result in disciplinary sanctions.





*The bronze image of entrepreneur and philanthropist George L. Graziadio greets visitors at the Graziadio School's Beckman Management Center on the Drescher Graduate Campus in Malibu. Mr. Graziadio lived his motto that "You earn your living by working; you earn your life by giving."*







# ADMINISTRATION AND FACULTY

- ◀ *“If better is possible, then good is not enough” is a strong message left to the Graziadio School by its late benefactor, George L. Graziadio. A major real estate developer and commercial banker, George Graziadio and his wife, Reva, shared both their vision and wealth with the business school in tangible ways that will impact students and alumni for generations.*
-

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**Frederick L. Ricker,  
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Primary Relationships  
Marriage and Family Intern,  
Private Practice

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United States Court of  
Appeals for the D.C. Circuit

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President and Chief Executive Officer  
Los Angeles Community Reinvestment  
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Senior Director—Sales USA  
Air Canada

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President  
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Los Angeles Times

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Lambert Investments, Inc.

**George Leis**  
President and Chief Executive Officer  
Pacific Capital Bancorp

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National Account Director  
Alcon Labs, Inc.

**Michael Lesner**  
Chairman and CEO  
Michael Lesner Productions, Inc.

**Linda Livingstone**  
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Graziadio School of Business  
and Management  
Pepperdine University

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**Wink Martindale**  
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Farmers Insurance

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Honeywell

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**Robert G. Van Dine**

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The Watkins Group and Associates, LLC

**Hank F. Weeks**

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Franklyn Ventures

**Gary Yomantas**

President  
New Hampshire Ball Bearings, Inc.

## University Administration

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Chancellor Emeritus .....	<i>Charles B. Runnels</i>
Provost .....	<i>Darryl L. Tippens</i>
Executive Vice President .....	<i>Gary A. Hanson</i>
Senior Vice President for Planning, Information, and Technology .....	<i>Nancy Magnusson Durham</i>
Senior Vice President for Investments .....	<i>Jeff Pippin</i>
Vice President for Advancement and Public Affairs .....	<i>S. Keith Hinkle</i>

## The Graziadio School of Business and Management Administration

<b>Office of the Dean</b> .....	<b>(310) 568-5689</b>
Corporate and External Relations .....	(310) 568-5550
Advancement and Alumni Relations .....	(310) 568-5639
Career Resources—Drescher Graduate Campus, Malibu .....	(310) 506-4106
Career Resources—West Los Angeles Graduate Campus .....	(310) 568-5790
<b>Office of the Associate Dean, Academic Affairs</b> .....	<b>(310) 568-5590</b>
Academic Information and Research Services .....	(310) 568-5740
Accounting and Finance Disciplines .....	(310) 568-5745
Applied Behavioral Science, Management, and Organization Theory Disciplines .....	(310) 568-5544
Decision Sciences and Marketing Disciplines .....	(310) 568-5553
Economics and Law Disciplines .....	(310) 568-5553
Information Systems and Strategy Disciplines .....	(310) 568-5506
<b>Office of the Associate Dean, Fully Employed Programs</b> ..	<b>(310) 568-2333</b>
Fully Employed Programs .....	(310) 568-5512
<b>Office of the Associate Dean, Executive Programs</b> .....	<b>(310) 568-5543</b>
Executive MBA .....	(310) 568-5541
P/KE MBA .....	(310) 568-5730
MSOD .....	(310) 568-5598
<b>Office of the Associate Dean, Full-Time Programs</b> .....	<b>(310) 506-4100</b>
Full-Time Programs Student Recruitment .....	(310) 506-4814
Global (International) Programs .....	(310) 568-5767

**Office of the Associate Dean, Executive Education** ..... (310) 568-5771

**Office of the Associate Dean, Administration  
and Student Systems** ..... (310) 568-5511

Admission Office ..... (310) 568-5535

Financial Aid Office ..... (310) 568-5530

Student Accounts Office ..... (310) 568-2307

Financial Planning Office ..... (310) 568-5623

### **Information Technology Services**

Drescher Graduate Campus, Malibu ..... (310) 506-4029

Encino Graduate Campus ..... (818) 501-1628

Irvine Graduate Campus ..... (949) 223-2510

West Los Angeles Graduate Campus ..... (310) 568-5687

Westlake Village Graduate Campus ..... (805) 496-8771

### **Libraries**

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Irvine Graduate Campus ..... (949) 223-2520

West Los Angeles Graduate Campus ..... (310) 568-5687

### **Bookstores**

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West Los Angeles Graduate Campus ..... (310) 568-5741

### **Graduate Campuses**

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Encino Graduate Campus ..... (818) 501-1600

Irvine Graduate Campus ..... (949) 223-2500

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West Los Angeles Graduate Campus ..... (310) 568-5500

Westlake Village Graduate Campus ..... (805) 449-1181

## The Graziadio School of Business and Management Administration and Faculty



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**John Briginshaw, Ph.D.***Assistant Professor of Accounting*

B.Sc., University of Bristol; M.B.A., London Business School; M.S., Ph.D., University of California, Berkeley. (2004)

**Larry Bumgardner, J.D.***Associate Professor of Business Law*

B.A., Lipscomb University; J.D., Vanderbilt University School of Law. Member of the California and Tennessee Bar. (2000)



Note: The first year of employment at Pepperdine University is given in parentheses.



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**Clifford E. Darden, D.B.A.**

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**John P. Durand, M.B.A.***Practitioner Faculty of Information Systems*

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(1996)**Steven R. Ferraro, Ph.D.***Associate Professor of Finance*B.A., University of Utah; M.B.A., Brigham Young  
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Organization and Management*B.S., M.S., Iowa State University; Ph.D., University of  
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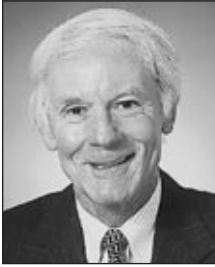
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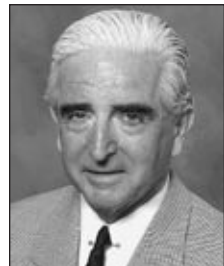
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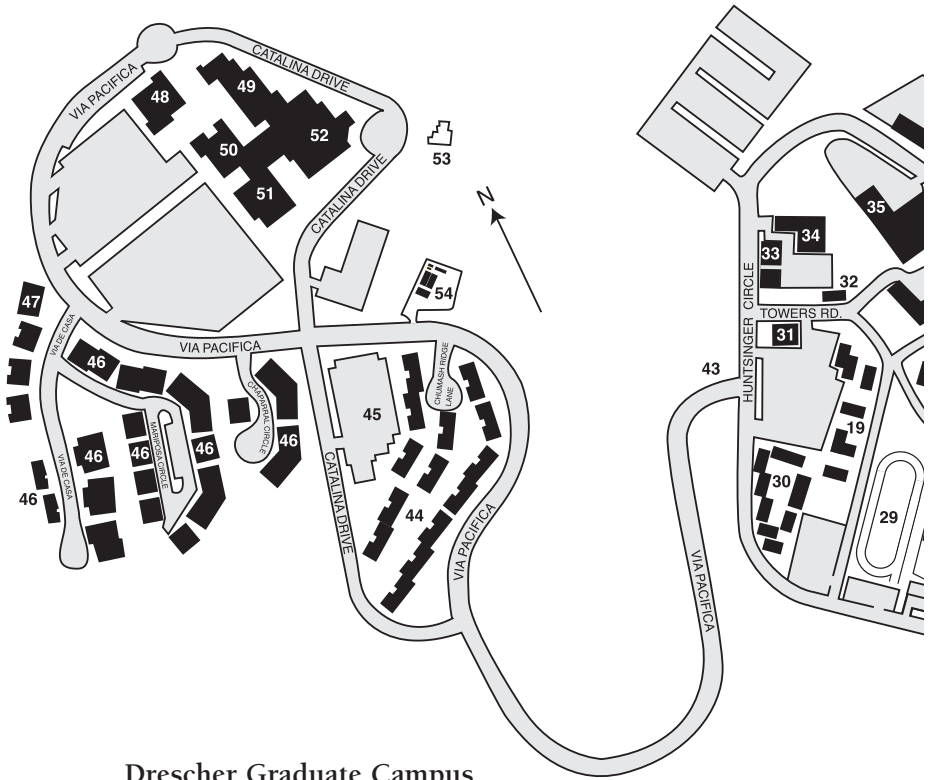
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PEPPERDINE UNIVERSITY

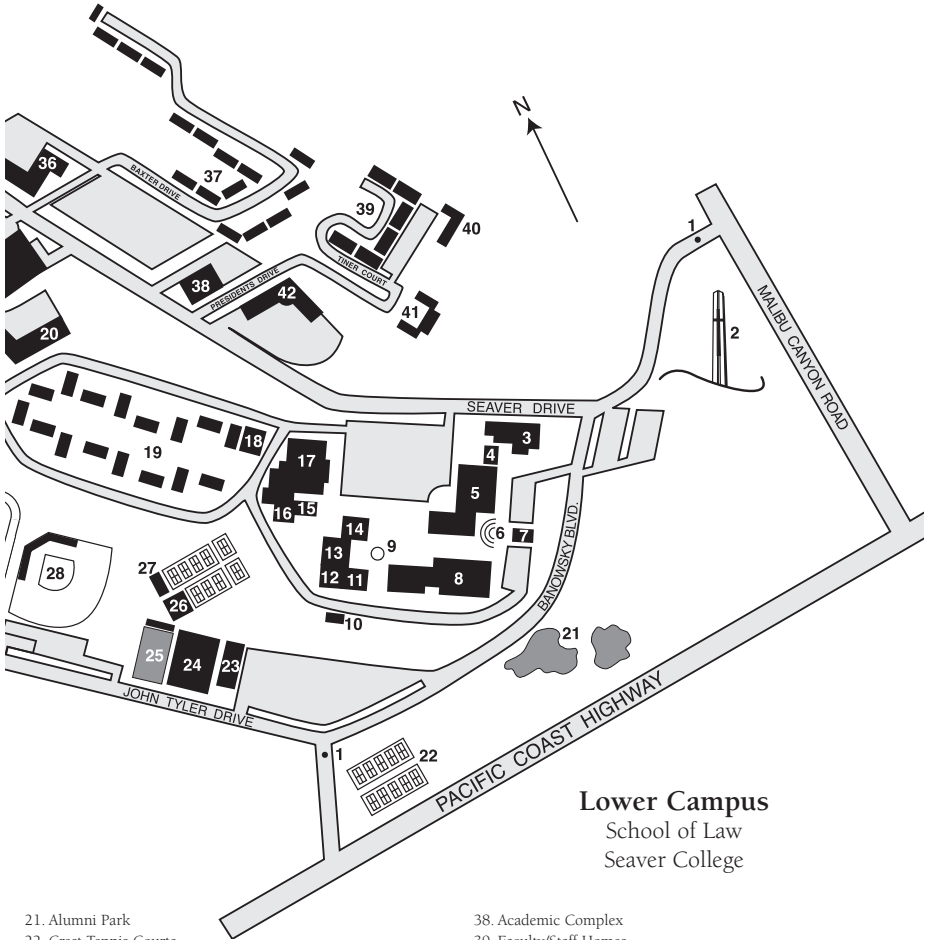


**Drescher Graduate Campus**

Graduate School of Education and Psychology  
 Graziadio School of Business and Management  
 School of Public Policy

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Information Booth</li> <li>2. Phillips Theme Tower</li> <li>3. Charles B. Thornton Administrative Center</li> <li>4. Pendleton Computer Center</li> <li>5. Huntsinger Academic Center<br/>                 Fletcher Jones Foundation Academic Computing Center<br/>                 Payson Library<br/>                 Pendleton Learning Center<br/>                 Tech Central and Computer Store</li> <li>6. Amphitheater</li> <li>7. Stauffer Chapel</li> <li>8. Tyler Campus Center<br/>                 Beaman Plaza<br/>                 Bookstore<br/>                 The Oasis<br/>                 Rockwell Dining Center<br/>                 Sandbar Student Lounge</li> </ol> | <ol style="list-style-type: none"> <li>9. Adamson Plaza<br/>                 Joslyn Plaza<br/>                 Scaife Terrace and Bridge</li> <li>10. Stauffer Greenhouse</li> <li>11. Rockwell Academic Center</li> <li>12. Keck Science Center</li> <li>13. Appleby American Studies Center</li> <li>14. George Elkins Auditorium</li> <li>15. Frederick R. Weisman Museum of Art</li> <li>16. Cultural Arts Center</li> <li>17. Ahmanson Fine Arts Center<br/>                 Lindhurst Theatre<br/>                 Music Building<br/>                 Raitt Recital Hall<br/>                 Smothers Theatre</li> <li>18. Howard A. White Center</li> <li>19. Residence Halls</li> <li>20. Rockwell Towers Residence Hall</li> </ol> |
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# MALIBU CAMPUS



## Lower Campus School of Law Seaver College

- 21. Alumni Park
- 22. Crest Tennis Courts
- 23. Helen Field Heritage Hall
- 24. Firestone Fieldhouse
- 25. Raleigh Runnels Memorial Pool
- 26. Ralphs-Strauss Tennis Center
- 27. Harilela International Tennis Stadium
- 28. Eddy D. Field Baseball Stadium
- 29. Stotsenberg Track  
Tari Frahm Rokus Field
- 30. Lovernich Residential Complex
- 31. Student Health Center
- 32. Student Counseling and Testing Center
- 33. Mail Services
- 34. Facilities Management and Planning
- 35. Odell McConnell Law Center
- 36. George C. Page Residential Complex
- 37. Faculty/Staff Homes

- 38. Academic Complex
- 39. Faculty/Staff Homes
- 40. Mallmann House
- 41. Brock House
- 42. Center for Communication and Business  
Public Safety
- 43. Entrance to Drescher Graduate Campus
- 44. Student Residential Complex
- 45. Parking Structure
- 46. Faculty/Staff Homes
- 47. Facilities Structure
- 48. Center for Graduate Education and Psychology
- 49. Beckman Management Center
- 50. Braun Center for Public Policy
- 51. Learning Center
- 52. George L. Graziadio Executive Center
- 53. Heroes Garden
- 54. Construction and Campus Planning

