

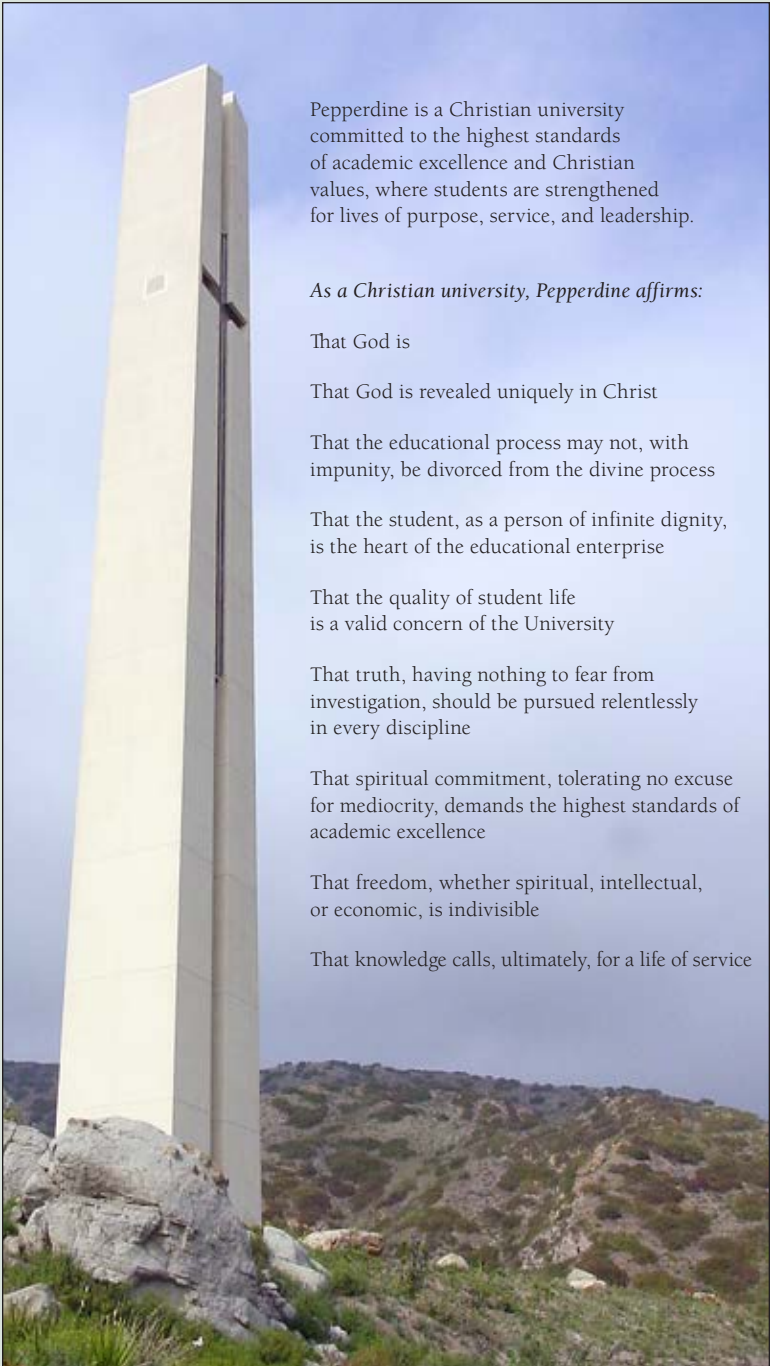


PEPPERDINE UNIVERSITY
Graziadio School of Business and Management

2013–2014
Academic Catalog

Requests for further information should be addressed to

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
bschool.pepperdine.edu



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

Academic Calendar	4
President's Message	6
Dean's Message	7
Pepperdine University General Information	9
History of the University	10
Colleges and Schools of the University	11
University Code of Ethics	13
The Graziadio School of Business and Management	
Mission Statement	16
The Graziadio School of Business and Management	
General Information	17
History of the Graziadio School of Business and Management	18
Accreditation	18
Learning Objectives and Teaching Philosophy	19
Campus and Facilities	20
Student and Academic Services	26
Academic Programs	39
Bachelor of Science in Management	42
Joint Bachelor of Science in Management and Master of Business Administration	60
Master of Science in Applied Finance, Fully-Employed	70
Master of Science in Entrepreneurship	76
Master of Science in Management and Leadership	82
Master of Business Administration, Fully Employed	88
Online Master of Business Administration	100
Full-Time Graduate Programs	106
Master of Business Administration, Full-Time	115
International Master of Business Administration	115
Joint Bachelor of Science and Master of Business Administration	116
Joint Bachelor of Science and International Master of Business Administration	116
Joint Juris Doctor and Master of Business Administration	117
Joint Master of Business Administration and Master of Public Policy	117
Master of Science in Accounting	118
Master of Science in Applied Finance, Full-Time	118
Master of Science in Global Business	118
Master of Business Administration, Executive	192
Master of Business Administration, Presidents and Key Executives	206
Master of Science in Organization Development	220
Corporate and Executive Education	230
General Policies and Procedures	235
Admission Information	236
Financial Information	243
Financial Aid	253
Academic Policies	257
Legal Notices	267
Administration and Faculty	309
Index	346

The Graziadio School of Business and Management Academic Calendar, 2013–2014

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, 2013

Monday	Aug. 26	Official date for opening of fall trimester (see class schedule for specific class start dates); classes begin; late registration fees effective
Monday	Sept. 2	Labor Day holiday
Monday	Sept. 9	Late registration and add/drop periods end
Tuesday	Sept. 10	Percentage refund schedule applies for withdrawal
Wednesday	Oct. 9	Last day to complete admission file
Saturday	Oct. 19	Last day to withdraw with grade of "W"; last day to apply for readmission
Friday	Nov. 1	Last day to file online Intent to Graduate form for December graduation
Thursday Friday	Nov. 28– Nov. 29	Thanksgiving holiday
Monday Friday	Dec. 2– Dec. 6	Final week of trimester
Saturday	Dec. 7	Graduation
Sunday Thursday	Dec. 8– Jan. 2	Winter break; Global Business Intensive course offered Dec. 8–14 (University offices will be closed Dec. 24–Jan. 1)

Spring Trimester, 2014

Friday	Jan. 3	Official date for opening of spring trimester (see class schedule for specific class start dates); weekend classes begin; late registration fee effective
Monday	Jan. 6	Weeknight classes for Fully Employed and Full-Time Programs begin
Saturday	Jan. 18	Late registration and add/drop periods end
Sunday	Jan. 19	Percentage refund schedule applies for withdrawal

Monday	Jan. 20	Martin Luther King, Jr., holiday
Monday	Feb. 17	Presidents' Day holiday (University offices open)
Wednesday	Feb. 19	Last day to complete admission file; last day to apply for readmission
Saturday	Mar. 1	Last day to withdraw with grade of "W"
Friday	Mar. 7	Last day to file online Intent to Graduate form for April graduation
Monday	Apr. 7–	Final week of trimester
Friday	Apr. 11	
Saturday	Apr. 12	Graduation
Sunday	Apr. 13–	Spring break; Global Business Intensive courses are offered April 13–19
Thursday	Apr. 24	

Summer Trimester, 2014

Friday	Apr. 25	Official date for opening of summer trimester (see class schedule for specific class start dates); weekend classes begin; late registration fee effective.
Monday	Apr. 28	Weeknight classes for Fully Employed and Full-Time Programs begin
Saturday	May 10	Late registration and add/drop periods end
Sunday	May 11	Percentage refund schedule applies for withdrawal
Monday	May 26	Memorial Day holiday
Wednesday	June 11	Last day to complete admission file; last day to apply for readmission
Saturday	June 21	Last day to withdraw with grade of "W"
Friday	June 27	Last day to file online Intent to Graduate form for August graduation
Friday	July 4	Independence Day holiday
Monday	July 28–	Final week of trimester
Friday	Aug. 1	
Saturday	Aug. 2	Graduation
Sunday	Aug. 3–	Summer break; Global Business Intensive courses are offered August 3–9
Sunday	Aug. 24	

President's Message



I would venture that the benefits of an excellent education are among the few constants in this century of change and challenge. And at Pepperdine University, I feel confident in asserting that the benefit of a faith-inspired education, one which affirms the importance of quality, student-centered teaching and the value of your own spiritual journey, will prepare you abundantly for the career and life to which you aspire.

Pepperdine has a glorious history and a founder who believed not just in the young people who arrived and enrolled in 1937 in South Los Angeles, but in you. Beyond our nearly 7,300 students in five colleges, our community embraces more than 100,000 alumni around the globe, international campuses that will transform your life and worldview in the course of a semester or academic year, national-championship athletics, and a heart for service that beats devotedly on six continents through selfless acts and outstretched hands.

As you consider the part you will play in society and the career you hope to pursue, weigh carefully your college choice and the investment a university like Pepperdine is determined to make in *you*. It is our responsibility to afford you every opportunity to master the skills of critical thinking and discover your calling, with access to faculty—distinguished in their disciplines and professions—in an environment that is equipped for learning; indeed, one that is enabling, nurturing, and safe.

Welcome to Pepperdine, a distinctively different university. We pledge to prepare you well for a life of purpose, service, and leadership, if you will let us.

Andrew K. Benton
President

Dean's Message



Congratulations on your decision to return to school to earn your business degree. In choosing Pepperdine University, we believe you've made the smart business decision.

We believe your success begins with a degree that fosters both responsible leaders and responsible business practices. We affirm a higher purpose for business practice than the exclusive pursuit of shareholder wealth. Our curriculum gives you a deeper understanding of your own values, so that you in turn may make decisions that better reflect your unique leadership style. By helping you to successfully anchor those decisions in the core values of integrity, stewardship, courage, and compassion, we prepare you for the challenges of life and business as a values-centered leader.

What's more, our programs are practical and relevant, so that you may see immediate results in yourself and your organization. Through faculty well versed in business issues, as well as colleagues who share similar work experience, you will leave the program better prepared to anticipate and lead change at all levels.

Also, you will have the opportunity to build a lifelong network with the colleagues you meet in class. Pepperdine students come from a variety of professional, cultural, and educational backgrounds. They are employed in more than 300 companies representing virtually every industry—companies such as Bank of America, Boeing, Cisco, Kaiser Permanente, Mattel, Neutrogena, Toyota, and Warner Bros., to name a few. All students have been selected based on their accomplishments and their ability to contribute to the learning of their fellow classmates.

As a Graziadio School student, you will be joining a prestigious institution that has been serving the needs of the working business professional for four decades. We understand the challenges you face, and we are dedicated to helping you reach this important milestone in your career through education that is entrepreneurial in spirit, ethical in focus, and global in orientation.

Linda A. Livingstone, Ph.D.

Dean





PEPPERDINE
UNIVERSITY
GENERAL
INFORMATION

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

History of the University

Pepperdine University is an independent, medium-sized university enrolling approximately 7,300 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 four graduate campuses in Southern California, and at international campuses in Germany, England, Italy, Argentina, Switzerland, and China.

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 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 3,300 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. Seaver College offers 43 bachelor's degrees and eight master's degrees in diverse fields of study.

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 1,600 students in its full- and part-time programs. Founded in 1969, the school is named for its benefactor, the late cofounder, chair, and chief executive officer of Imperial Bancorp, George L. Graziadio. Its mission is to develop values-centered leaders and advance responsible 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); the Master of Science in Entrepreneurship (MSEN); 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, BS/IMBA, or MS in Accounting); and certificate 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 graduate campuses located throughout Southern California including Encino, Irvine, and Westlake Village. The Executive MBA program also is available in Northern California.

The School of Public Policy (SPP) enrolls approximately 100 students and offers the 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 that 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 for Public Engagement and Civic Leadership educates, researches, and promotes to

current and future public leaders the engagement of the greater public in making crucial local policy decisions. Along with current students, the institute works outside the classroom, training current municipal and civic leaders through regional seminars in skills development on issues ranging from participatory budgeting to planning.

The School of Law provides an excellent legal education within a values-centered context. It has an enrollment of approximately 700 full-time students. Special programs include international law study semesters in London and Copenhagen, the Pepperdine-Union Rescue Mission Legal Clinic, the Geoffrey H. Palmer Center for Entrepreneurship and the Law, and the internationally-acclaimed Straus Institute for Dispute Resolution. The Herbert and Elinor Nootbaar Institute on Law, Religion, and Ethics and the Special Education Advocacy Clinic contribute to the law school's distinctive approach to legal education. Approved by the American Bar Association and holding membership in the Association of American Law Schools and the Order of the Coif, the School of Law attracts students from throughout the nation.

The Graduate School of Education and Psychology enrolls approximately 1,600 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 10 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 who are leaders in technological innovation and collaborative learning environments as well as administrators who create vision and manage change in business, health, and other social service professions. Students in the psychology programs are educated in current and emerging human-service fields, including clinical psychology and marriage and family therapy. Emphasis is placed on the practitioner-scholar model of learning, with emphasis on 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.

University 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 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 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 Graziadio School of Business and Management is to develop values-centered leaders and advance responsible 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

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 offered in face-to-face, blended, and online formats.

Over the course of its 44-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 cofounder, chairman, and chief executive officer of Imperial Bancorp.

Today the Graziadio School is one of the nation's largest AACSB-accredited business schools and boasts an alumni network of almost 35,000 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 Accounting (MSA); the Master of Science in Applied Finance (MSAF); the Master of Science in Entrepreneurship (MSEN); the Master of Science in Global Business (MSGB); the Master of Science in Management and Leadership (MSML); the Master of Science in Organization Development (MSOD); 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 certificate executive education programs also are available.

Accreditation

The Graziadio School is accredited by AACSB International—The Association to Advance Collegiate Schools of Business, 777 South Harbour Island Boulevard, Suite 750, Tampa, FL 33602-5730, (813) 769-6500. 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.

Learning 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 at all levels of the organization that require management and stewardship of resources toward the accomplishment of stated objectives.

Programs are organized from an integrated, interdisciplinary perspective. Individual courses emphasize themes of leadership, ethics, stewardship, 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:

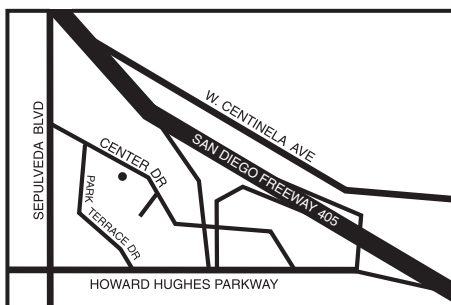
- Knowledge of contemporary business theory and practice; management roles and responsibilities; legal, social, political, economic, technological, and other environmental systems; ethics in business; and organizations, information, behavior, and other subordinate systems.
- Personal and professional 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, California 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.

From the south:

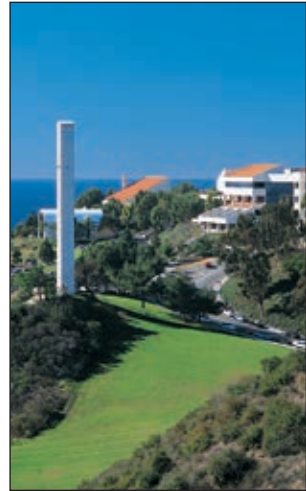
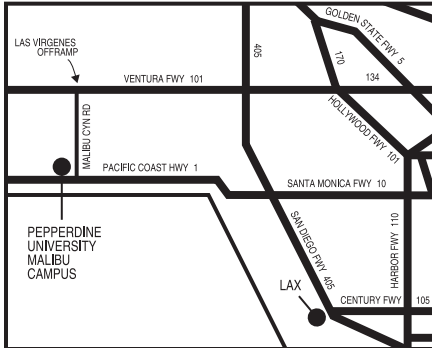
Go north on the San Diego Freeway (405) and exit at Howard Hughes Parkway. From Howard Hughes Parkway, turn right onto Park Terrace Drive. Enter the parking structure from Park Terrace Drive.

The entrance to the building is through the courtyard located on the street level. The Graziadio School is located on the fourth floor. Students may purchase parking card keys at the beginning of each trimester or pay a reduced parking rate for each single use by validating their parking tickets.



Pepperdine University

24255 Pacific Coast Highway
 Malibu, California 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.

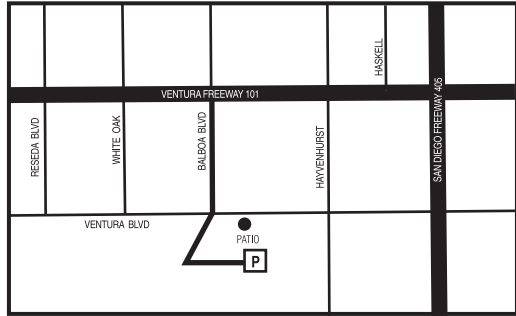
From Ventura and points north:

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, California 91436
(818) 501-1600

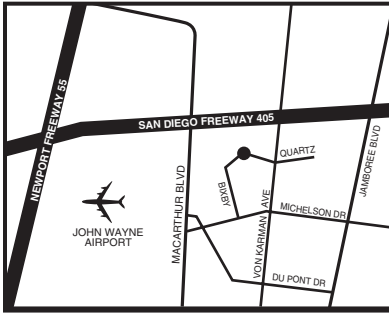


The Encino Graduate Campus is two miles west of the San Diego Freeway (405) and one mile south of the Ventura Freeway (101). The graduate campus is on the southeast corner of Balboa Boulevard and Ventura Boulevard.

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. Parking placards (passes) for students are issued at the beginning of each trimester.





Irvine Graduate Campus

18111 Von Karman Avenue
Irvine, California 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. Parking placards (passes) for students are issued at the beginning of each trimester.



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:

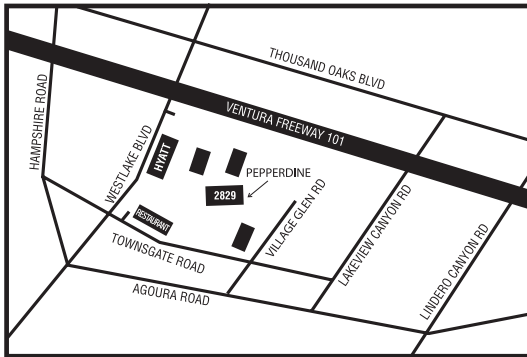
Take the San Diego Freeway (405) north, exit at Jamboree, and turn left. Turn right at the first light, which is Michelson. Turn right at Von Karman; immediately get into the center left turn lane. Turn left on Quartz, the entrance to the Lakeshore Towers Business Complex. Stay to the right at the fork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

Westlake Village Graduate Campus

2829 Townsgate Road, Suite 180

Westlake Village, California 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.

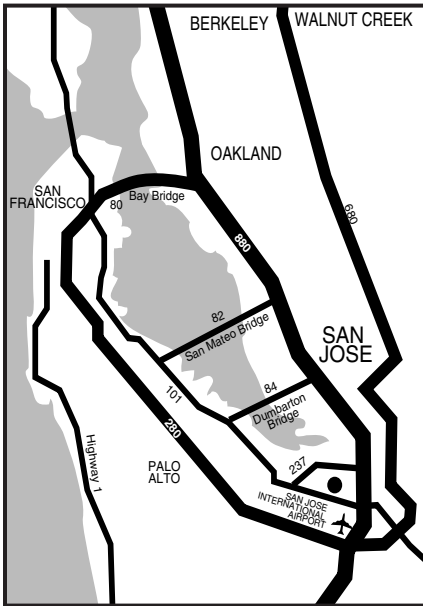
Exit the Ventura Freeway (101) at Westlake Boulevard. Proceed on Westlake Boulevard south to Townsgate Road. Turn left onto Townsgate Road. The first stoplight is Village Glen. Make a left on Village Glen into the parking area.

The Westlake Village Graduate Campus is located in the first three-story building on the left. Pepperdine University is displayed on the side 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.

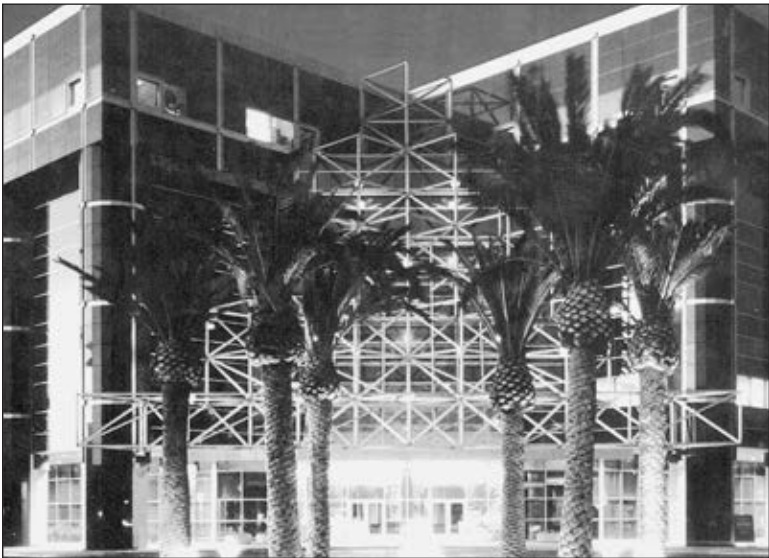


The Network Meeting Center at Techmart

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



Executive MBA classes meet at the Network Meeting 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 10 minutes away. Ample complimentary 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.

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.

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."

Alumni Relations

All graduates of Pepperdine University automatically become members of the Pepperdine University Alumni Association and Graziadio Alumni Network (GAN). Both groups promote communication and interaction among the University community of alumni, students, faculty, and staff. Benefits include access to the alumni online directory, e-mail forwarding, professional development, events, and various discount programs. Library benefits include access to particular online research databases, borrowing privileges, and in-person consulting. Volunteer opportunities are available to alumni through the Graziadio Alumni Relations Office in the areas of Alumni Council leadership, student and alumni job/internship identification, student recruitment, advancement, and engagement. In addition, the Graziadio Alumni Relations Office hosts several networking, professional, and career-related forums around the world throughout the year. These events help to advance alumni and the school and connect alumni with each other, faculty, and their local business community members and leaders. The Graziadio Alumni Network promotes networking, lifelong learning, and engagement with the University. For more information, visit bschool.pepperdine.edu/alumni.

Assistance for Students with Disabilities

It is the policy of Pepperdine University to comply with the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and state and local regulations regarding students and applicants with disabilities. Pursuant to these laws, no qualified individual with a disability shall unlawfully be denied access to or participation in any services, programs, or activities of Pepperdine University.

In carrying out this policy, the University recognizes that disabilities include mobility, sensory, health, psychological, and learning disabilities. It is the intent to provide reasonable accommodations to qualified individuals with disabilities, to the extent it is readily achievable to do so. In determining what appropriate accommodations are to be provided, the Disability Services Office (DSO) will engage in a conscientious and diligent process with the student. The University is unable, however, to make accommodations that are unduly burdensome or that fundamentally alter the nature of the service, program, or activity.

1. Disability Defined

A disability is a physical or mental impairment that substantially limits one or more of the major life activities of the individual.

- A. Major Life Activities: The phrase “major life activities” refers to normal functions such as caring for one’s self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.
- B. Physical Impairment: A physical impairment includes any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory and speech organs, cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic, skin, and endocrine.
- C. Mental Impairment: A mental impairment includes any mental or psychological disorder such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.
- D. Learning Disabilities: A learning disability is a generic term that refers to a heterogeneous group of disorders manifested by significant difficulties in the acquisition and use of listening, speaking, reading, writing, reasoning, or mathematical abilities. These disorders occur in persons of average to very superior intelligence and are presumed to be due to central nervous system dysfunction.

2. Admission of Students with Disabilities

The University will make admission decisions using criteria which do not consider an individual’s disability. Thus, the University will not impose or apply admission or eligibility criteria that screen out or tend to screen out individuals on the basis of their disability, unless such criteria are necessary for the provision of the program, service, or activity being offered. The University believes that this carries out the intent of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.

Students with disabilities desiring to enroll in any program, service, or activity of Pepperdine University must be able to meet the minimal standards of both the University and the particular school, program, service, or activity to which admission is sought.

The University does not engage in any affirmative action programs for students with disabilities nor does it consider a student's disability in evaluating admission criteria. It is, of course, within the students' discretion to inform the respective school's Admission Committee of a disability if they wish. If this choice is made, the University will not discriminate against the student on the basis of the disability and will make reasonable accommodations, when necessary.

3. Students Requesting Accommodations

Students with disabilities have the responsibility of contacting the DSO as soon as possible after they have filed their intent to enroll with the University. A staff member will assist students in putting together a disability-related documentation packet for review and will set up an intake interview for students with the director in order to assess their needs. Students' documentation should be sent to the DSO either by fax or by regular mail as soon as possible before the first semester of enrollment at Pepperdine. Accommodations will not be granted until the DSO director has reviewed the documentation and approved reasonable and appropriate accommodations. Students should not assume that the University knows any information about their disability because it was included in the Application for Admission. If students do not have documentation or if the documentation is insufficient, a DSO staff member can refer students to an appropriate professional for evaluation.

4. Disability Verification

Students requesting accommodations must provide documentation from a qualified professional verifying their disability. The opinions and recommendations of a qualified professional will be considered in developing a suitable accommodation plan. Temporary impairments are not commonly regarded as disabilities, and only in rare circumstances will the degree of limitation rendered by a temporary impairment be substantial enough to qualify as a disability pursuant to this policy.

Physical and Mental Disabilities: A student with a physical disability must provide verification certified by a licensed physician, audiologist, speech pathologist, physical therapist, rehabilitation counselor, or other professional healthcare provider who is qualified in the diagnosis of the disability. The verification must reflect the student's present level of functioning of the major life activity affected by the impairment. The cost of obtaining the professional verification shall be borne by the student.

If the initial verification is incomplete or inadequate to determine the present extent of the disability and necessary accommodations, the University shall have the discretion to require a supplemental assessment of the disability. The cost of the supplemental assessment shall be borne by the student. If the University requires an additional assessment for purposes of obtaining a second opinion, then the University shall bear any costs not covered by any third-party payor.

Learning Disabilities: A student with a learning disability must provide professional testing and evaluation results which reflect the individual's present level of processing information and present achievement level. Documentation verifying the learning disability must be prepared by a professional qualified to diagnose a learning disability, including, but not limited to, a licensed physician or learning disability specialist. This documentation should be no more than three years old.

5. Implementation of Approved Accommodations

When the director has completed the student's documentation review and has determined that the student's disability has a current functional impact on the student's academic work or the student's participation in Pepperdine's programs, he or she will work with the student to determine what accommodations are reasonable and appropriate for the student. The DSO staff will also assist the student with the necessary paperwork required to request services.

Absent a significant health or safety concern, instructors are required to provide all approved accommodations. If an instructor has questions about the approved accommodations, the instructor should immediately contact the DSO. Instructors may not unilaterally make a determination as to whether the student has a disability, the extent of the student's disability, or the appropriateness of an approved accommodation.

If an instructor believes that the approved accommodation is unduly burdensome or would result in a fundamental alteration to an essential component of the course, the instructor may present the issue to the DSO in writing. While the issue is being considered, the instructor will continue to provide the approved accommodation, unless the DSO notifies the instructor that an alternative accommodation should be provided. A meeting with the DSO, the instructor, the student, and any other relevant individual (such as the department chair) will take place within a reasonable time period following the instructor's notice to the DSO. The final decision regarding any changes to the approved accommodation will be achieved through an interactive process among the DSO, the instructor, the student, and any other relevant individual.

A student may challenge any determination via the appeals process as outlined below.

6. Appeals Procedure

If a student is dissatisfied with the outcome of the evaluation or accommodation provided, the student may file an appeal through the current "Nonacademic Student Grievance Procedure" found in the "Legal Notices" section of this catalog.

7. Students Desiring Additional Information

Students and applicants who desire information beyond what is written in University publications may contact the Disability Services Office. If after contacting the Disability Services Office there remains a desire for additional information, students may contact the University's equal opportunity officer.

8. Authority

This policy was adopted from Title III of the Americans with Disabilities Act, 42 U.S.C.A. § 12181 et seq. (1993), 28 C.F.R. § 36.101 et seq.; The National Joint Committee on Learning Disabilities, *Journal of Learning Disabilities*, Volume 22, Number 2, February 1987, pages 109-112; and The University of Houston Law Center *Handbook for Students And Applicants With Disabilities*, August, 1993.

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.

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 650,000 members worldwide. Information on membership is available through the Program Office.

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 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. The bookstores also offer a selection of office supplies, reference books, and other convenience items.

Career Services

The Office of Career Services is designed to help fully employed students in advancing their careers. It provides students with the skills and resources necessary to conduct job searches and effectively manage their careers. Services include access to online career videos, resource libraries, databases, career assessment, job postings, and career coaching. Students are encouraged to

participate in networking events and professional development webinars that are offered throughout the year. To utilize resources students must register on Graziadio Talent Online (GTO) at bschool.pepperdine.edu/gto.

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 Courses (powered by Sakai) learning management system, students and faculty share and track electronic documents, 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.

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 online at bschool.pepperdine.edu/financialaid.

Health Insurance

All Malibu-registered students are required to furnish verification of health insurance. All international students are required to purchase insurance with U.S. coverage. Malibu students must submit an electronic waiver as proof of

insurance each fall or upon entrance; otherwise, they will automatically be enrolled in the University Student Insurance Plan (SHIP) and the student account will be charged. The University requires health coverage for the purpose of limiting undue financial and academic stress related to illnesses during the academic year. A health insurance policy will assist in meeting not only the costs of common illnesses treated at the Student Health Center or at a private physician's office, but also the financial burden of illnesses and accidents involving more extensive care.

University health insurance is intended to provide the lowest premium for the student while providing the greatest benefit; however, a student may purchase any policy that has comparable coverage to the University policy. Registered students on all campuses are eligible to purchase SHIP. For more information, visit community.pepperdine.edu/healthcenter/insurance.

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, and photocopying.

Information Technology staff are available at each of the labs to provide technology assistance. In addition, students can call the Pepperdine Help Desk for technology support at (310) 506-HELP (4357) or (866) 767-8623 (toll free in the USA), 24 hours a day, 365 days a year.

Students are required to abide by the "Computer and Network Responsible Usage Policy." Details are included in the "Legal Notices" section of this catalog and are published on the Information Technology website. Information about all Information Technology services is available at community.pepperdine.edu/it.

Libraries

The Pepperdine University libraries provide a global gateway to knowledge for GSBM graduate students and faculty through well-appointed facilities located at each of Pepperdine's graduate campuses and online. These locations include the Drescher Campus Graduate Library in Malibu, the West Los Angeles Campus Graduate Library, the Irvine Campus Graduate Library, and the newly renovated Encino Graduate Campus Library. Highly skilled research librarians are available at each of the graduate campus library locations and online to assist with students' information needs.

Pepperdine's graduate campus libraries provide students with access to a rich array of scholarly materials, including more than 180 electronic databases, 90 percent of which are full text, extensive collections of print monographs, government documents, e-books, and e-journals. All circulating items in the Pepperdine libraries are available to students, faculty, and alumni and may be

requested through the libraries' website for pickup at Malibu or at graduate campuses. To access these resources and for more information, please visit the Pepperdine University Libraries at library.pepperdine.edu.

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.

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 and individual, couple, and family therapy. Services are provided by clinical psychology doctoral students, under the supervision of licensed psychologists, or other doctoral-level licensed therapists. 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.

Student Health Center

The Pepperdine Student Health Center is committed to providing high-quality, multi-specialty, and low-cost healthcare to the diverse community of students. The primary focus is to keep students healthy by providing preventive care, treating illness and injury in a timely manner, and making appropriate referrals when necessary. Health education is emphasized, with an aim to provide care in a confidential, respectful, and safe environment. Honest, open communication is encouraged. The Health Center staff is dedicated to perpetuating the wellness of the whole being—body, mind, and spirit.

The Health Center functions similar to a family practice office and provides a wide variety of services which include care for illness and injury, women's and men's health, dermatology, sports medicine, immunizations, labs, in-house testing, nutrition, and administering medications. In addition, the Health Center offers specialized clinics such as flu vaccination, travel medicine, allergy, and STI/HIV testing. All information reported at the Health Center is confidential and is protected by the Health Insurance Portability and Accountability Act (HIPAA), which protects the disclosure of health information.

Students seeking medical care at the Health Center will be charged an initial fee, and follow-up visits are charged based on the complexity of the services provided. All charges are kept at a minimal cost, and insurance companies will often reimburse for costs incurred. Ancillary services such as medications, injections, lab work, and minor surgical and/or elective procedures carry additional charges. Because students are required to carry health insurance, all Health Center fees can be charged to a student's account and a super bill can be provided to submit to the insurance company for reimbursement. Students wishing to see an off-campus medical provider, such as physician, dentist, or optometrist, are encouraged to contact the Health Center for referral information.

All registered students have access to the off-site PEP-RN Nurse Advice Line 24 hours a day, 7 days a week by dialing (800) 413-0848. The nurse line is staffed with registered nurses who can help students determine if they need to seek medical care and learn ways to stay healthy.

The Health Center sees patients by appointment. Walk-ins are welcome, with priority given to scheduled appointments, except in an emergency. The center is located on the Malibu campus at the northwest corner of Rho parking lot at Towers Road. Hours of operation are Monday through Friday, 8 a.m. to 5 p.m. Appointments can be made by calling (310) 506-4316, option 3. Visit community.pepperdine.edu/healthcenter for more information.

Tech Central/The Computer Store

Tech Central is Pepperdine University's student support center, offering total technology support for students. Tech Central is located on the second floor of Payson Library, Malibu campus. Visit Tech Central online at community.pepperdine.edu/techcentral. Hours of operation are Monday through Thursday, 10 a.m. to 8 p.m., and Friday, 10 a.m. to 6 p.m. Tech Central may be contacted at (310) 506-4811 or by e-mail at Tech.Central@pepperdine.edu.

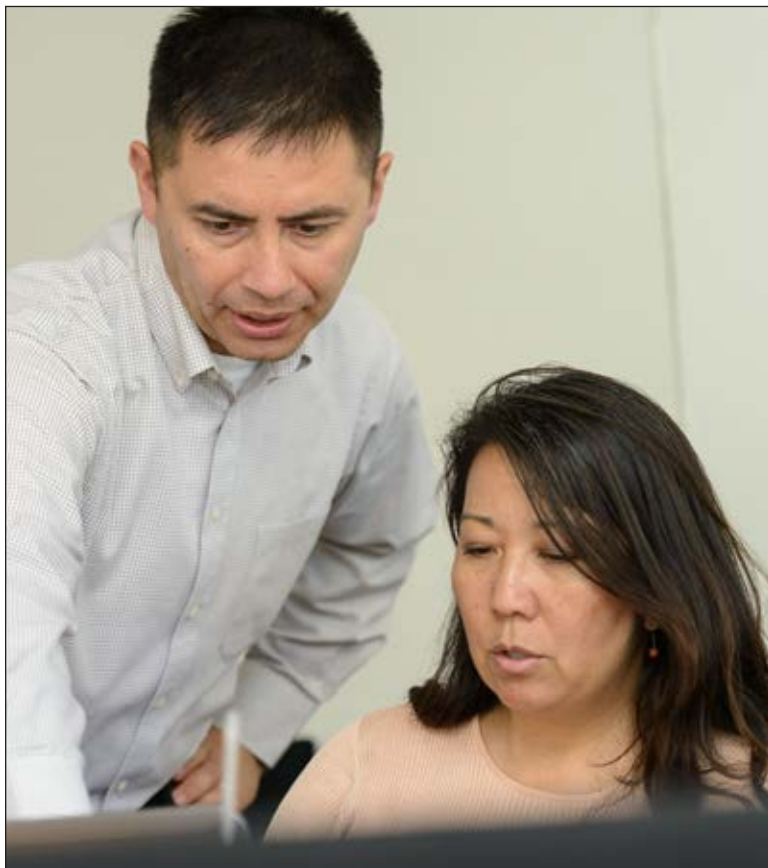
The Computer Store serves as a discount computer store for University faculty, students, and staff. Through established partnerships with selected vendors, the Computer Store offers special pricing on laptops, software, and discounted cellular phone service subscriptions. Visit the Computer Store online at community.pepperdine.edu/computerstore.

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 for further information.

Veterans Services

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



Pepperdine University offers a variety of student services across all campuses



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 Presidents and Key Executives MBA program.





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.*

PROGRAMS FOR FULLY EMPLOYED STUDENTS

Undergraduate Degree Program

Bachelor of Science in Management (BSM)

Designed to offer a concentration in upper-division business courses for employed or experienced professionals.

Page 42

Joint Degree Program

Joint Bachelor of Science in Management and Master of Business Administration (MBAJ)

A joint MBA degree, designed exclusively for Pepperdine University BSM graduates who have excelled in their course work.

Page 60

Graduate Degree Programs

Master of Science in Applied Finance (MSAF)

Designed to train students for careers in asset management, investment banking, and private equity.

Page 70

Master of Science in Entrepreneurship (MSEN)

Designed to provide entrepreneurs with the knowledge and competencies for successful creation of new business ventures.

Page 76

Master of Science in Management and Leadership (MSML)

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

Page 82

Fully Employed Master of Business Administration (MBFE)

Designed to provide employed or experienced business professionals with general management capabilities, offering concentrations in Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Global Business, Leadership and Managing Organizational Change, or Marketing.

Page 88

Online Master of Business Administration (Online MBA)

Designed for individuals who possess business or managerial experience, need or desire a highly flexible educational delivery modality, and are interested in developing their functional competencies and leadership potential.

Page 100

Master of Science in Organization Development (MSOD)

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

Page 220

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 192

Master of Business Administration for Presidents and Key Executives (PKE)

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

Page 206

PROGRAMS FOR FULL-TIME STUDENTS

Graduate Degree Programs

Master of Business Administration (MBA)

Designed to prepare students for managerial leadership roles, offering concentrations in Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, or Marketing.*

Page 115

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 115

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 116

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 117

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 117

Master of Science in Accounting (MSA)

A two-trimester program designed for careers in the public accounting industry, government, and nonprofit organizations.*

Page 118

Master of Science in Applied Finance (MSAF)

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

Page 118

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 118

**Classes are held on the Malibu campus.*

CORPORATE AND EXECUTIVE EDUCATION

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

Page 230

BACHELOR OF SCIENCE IN MANAGEMENT



The Bachelor of Science in Management students gain knowledge and practical skills through team projects.

The Bachelor of Science in Management (BSM) degree is designed to provide a rigorous yet practical education to business professionals that integrates theory with business practice. Course materials and group discussions are related to the students' work experience and career goals. This emphasis allows the knowledge and skills developed in the classroom to be applied in the workplace. In this way, professional development 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 professional experience who are committed to enhancing their knowledge and skills and advancing their careers. 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 global markets; the core functional areas of business; and the impacts of globalization, technology, and diversity on the workplace. The program develops students' understanding of business processes and their execution. It builds their self-confidence and skills in the areas of communication, informed decision making, leadership, global orientation, and team development. The program places a strong emphasis on values and moral 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 make situational leadership decisions.
- 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 2-unit courses are offered in seven-week sessions during weekdays or weekend modes, which can consist of three Saturday sessions or a combination of Friday evenings and Saturdays. Four-unit courses are occasionally offered on weekends.

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 residential experience requiring two overnight stays at the workshop location. Participants are not permitted to return home overnight. Students are responsible for their own room and board.

Global Business Intensive Courses

Two units of credit may be earned by attending one of the Global Business Intensive courses offered at locations in Asia, Europe, Latin America, the Caribbean, and North America. These are short-term intensive courses which students take during trimester breaks.

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 or 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 online application contains instructions for properly completing the admission process. Applications may be obtained at the Graziadio School website: bschool.pepperdine.edu.

The following are requirements for admission to the BSM program:

1. A completed online Application for Admission along with a \$45 payment for the nonrefundable application fee must be submitted.
2. A completed online Employment Information form with an attached goal statement, as specified, must be submitted 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 previously 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. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.

- International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.

Transfer Admission Guarantee

The Graziadio School has developed transfer admission guarantee (TAG) and course transfer and articulation (CTA) agreements with community colleges in the Southern California area. Under these agreements, the Graziadio School guarantees admission of community college students to the BSM Program provided that the student satisfies the following requirements:

- Completes a minimum of 68 Graziadio School-transferable semester units with an overall grade point average of 2.80 or better.
- Completes at least 45 semester units of Graziadio School-required general studies units.
- Has accumulated a minimum of three years of full-time business/professional work experience or equivalent.

BSM course waivers may be approved prior to admission based on each participating school's TAG and CTA agreements. Additional requirements and exceptions may apply.

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.

All courses for all schools attended will be evaluated for assignment to general studies areas. A minimum grade of “C” or better for English composition and mathematics is required. For all other subjects, the minimum grade that will be considered for transfer is “D-.” All transfer grades are computed into the cumulative grade point average. There is no maximum time limit for general studies requirements. Lower-division classes taken at another college that fulfill degree requirements typically will transfer only as lower-division credit. Extension courses, up to a maximum of 15 units, are transferable as elective units only.

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

General Studies Requirements

General studies requirements must be met by course 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 4 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 with a grade of “C” or better 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 with a grade of “C” or better. Examples of mathematics subjects include college algebra or above, 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, distance learning, and/or correspondence study from regionally accredited colleges may be submitted for transfer. If these units are not acceptable for general studies requirements, the Graziadio School 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 4 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 units

Units 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 4-unit Courses

ACCT 472	Accounting.....	(4)
BSCI 468	Organizational Behavior.....	(4)
DESC 471	Statistical Methods for Business.....	(4)
DESC 475	Production and Operations Management.....	(4)
ECNM 469	Managerial Economics.....	(4)
ECNM 477	National Economic Markets.....	(4)
ECNM 478	International Business.....	(4)
FINC 474	Managerial Finance.....	(4)
ISTM 476	Information Systems for Business and Management.....	(4)
LEGL 470	Legal Environment of Business.....	(4)
MKTG 473	Marketing Management.....	(4)
STGY 479	Business Strategy.....	(4)

Required 2-unit Courses

GSBM 480	Critical Thinking and Managerial Problem Solving.....	(2)
GSBM 482	Business Ethics.....	(2)
GSBM 484*	Contemporary Business Issues.....	(2)
GSBM 485*	Global Business Intensive.....	(1-4)
OTMT 481	Managing Organizations.....	(2)
OTMT 483	Managing Diversity in Organizations.....	(2)

* These requirements may be fulfilled by completing 4 units of GSBM 484 or GSBM 485.

Advanced Topics courses, when offered, may be substituted for GSBM 484 Contemporary Business Issues or GSBM 485 Global Business Intensive. Eligible courses include the following:

ACCT 500	Advanced Topics: Accounting.....	(2)
ECNM 501	Advanced Topics: Economics.....	(2)
FINC 502	Advanced Topics: Finance.....	(2)
LEGL 503	Advanced Topics: Law.....	(2)



Bachelor of Science in Management courses are offered in West Los Angeles, Encino, and Irvine.

BSM Curriculum Recommended Two-Year Sequence

TRIMESTER 1	TRIMESTER 2	TRIMESTER 3
BSCI 468 Organizational Behavior (4)	ECNM 469 Managerial Economics (4)	FINC 474 Managerial Finance (4)
DESC 471 Statistical Methods for Business (4)	ACCT 472 Accounting (4)	LEGL 470 Legal Environment of Business (4)
GSBM 480 Critical Thinking and Managerial Problem Solving (2)	GSBM 482 Business Ethics (2)	OTMT 483 Managing Diversity in Organizations (2)
TRIMESTER 4	TRIMESTER 5	TRIMESTER 6
MKTG 473 Marketing Management (4)	ISTM 476 Information Systems for Business and Management (4)	ECNM 478 International Business (4)
ECNM 477 National Economic Markets (4)	DESC 475 Production and Operations Management (4)	STGY 479 Business Strategy (4)
OTMT 481 Managing Organizations (2)	GSBM 484/GSBM 485* Contemporary Business Issues/ Global Business Intensive (2)	GSBM 484/GSBM 485* Contemporary Business Issues/ Global Business Intensive (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.

**Advanced Topics courses, when offered, may be substituted for GSBM 484 Contemporary Business Issues or GSBM 485 Global Business Intensive.*

BSM Curriculum Recommended Three-Year Sequence

TRIMESTER 1	TRIMESTER 2	TRIMESTER 3
BSCI 468 Organizational Behavior (4)	ECNM 469 Managerial Economics (4)	LEGL 470 Legal Environment of Business (4)
GSBM 482 Business Ethics (2)	ACCT 472 Accounting (4)	DESC 471 Statistical Methods for Business (4)
TRIMESTER 4	TRIMESTER 5	TRIMESTER 6
MKTG 473 Marketing Management (4)	FINC 474 Managerial Finance (4)	ECNM 477 National Economic Markets (4)
GSBM 480 Critical Thinking and Managerial Problem Solving (2)	ISTM 476 Information Systems for Business and Management (4)	OTMT 481 Managing Organizations (2)
TRIMESTER 7	TRIMESTER 8	TRIMESTER 9
DESC 475 Production and Operations Management (4)	ECNM 478 International Business (4)	STGY 479 Business Strategy (4)
OTMT 483 Managing Diversity in Organizations (2)	GSBM 484/GSBM 485* Contemporary Business Issues/ Global Business Intensive (2)	GSBM 484/GSBM 485* Contemporary Business Issues/ Global Business Intensive (2)

Note: Students who elect to take less than 6 units are encouraged to follow the recommended sequence as closely as possible.

**Advanced Topics courses, when offered, may be substituted for GSBM 484 Contemporary Business Issues or GSBM 485 Global Business Intensive.*

Course Waiver

Upon approval, up to 12 units of course work may be waived based upon previously completed courses. BSCI 468 Organizational Behavior and STGY 479 Business Strategy may not be waived. Normally upper-division courses of comparable scope and units must be submitted for consideration of waiver. However, core courses in accounting, economics, information systems, production and operations management, and statistical methods may be waived if at least two acceptable lower-division courses of equivalent course content in related subjects have been completed with grades of “B” or better. Units to be considered for waiver must be from courses taken within the past seven years.

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.

Course Load

Because the BSM program is designed for full-time working adults, the maximum course load is 10 units per trimester. Under special circumstances, students wishing to take additional units may petition the Program Office 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 6 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 STGY 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 6 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.

Leave of Absence

A leave of absence may be granted during a student’s course of study. A letter or an e-mail from the student’s Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the

projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

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 8 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.

Veterans’ Benefits

Students receiving veterans’ benefits should consult the “Academic Policies” section of this catalog for “Information for Veterans” concerning standards of progress for veterans. Students cannot receive full veterans’ benefits for taking fewer than 12 units. The BSM program’s maximum course load is 10 units per trimester.

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 9 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 one trimester of completion of the course work on which the petition focuses. A grade appeal must be initiated within 30 days after the grade is posted.

Course Descriptions for the BSM

ACCT 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.

ACCT 500 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: ACCT 472 Accounting.

BSCI 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. BSCI 468 ordinarily is taken during the first trimester.

DESC 471 Statistical Methods for Business (4)

This course provides the student with the data analysis skills necessary to make business management decisions and conduct research. Specific topical areas include descriptive and inferential statistics, such as data organization, measures of central tendency and dispersion, confidence intervals and hypothesis testing, and parametric and non-parametric testing. Also covered are applied statistical topics such as decision analysis and forecasting (using simple and multiple regression). This course relies heavily on the use of Excel® and related software packages.

DESC 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: DESC 471 Statistical Methods for Business.

ECNM 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.

ECNM 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: ECNM 469 Managerial Economics.

ECNM 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: ECNM 477 National Economic Markets.

ECNM 501 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: ECNM 477 National Economic Markets.

FINC 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: ACCT 472 Accounting and DESC 471 Statistical Methods for Business.

FINC 502 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: FINC 474 Managerial Finance.

GSBM 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.

GSBM 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?

GSBM 484 Contemporary Business Issues I (2)

These courses will cover pertinent contemporary issues from which the student selects one to satisfy the requirements of Contemporary Business Issues I and selects a different course from the issues offered to satisfy the requirements for Global Business Intensive. This requirement is fulfilled by completing two sections of BSM 484 or BSM 485 or by completing sections of BSM 59X Advanced Topics. Topics may not be repeated. Examples of topics include environmental law, leadership, creative problem solving, managing customer satisfaction, human relationships, 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. Prerequisites may be required for some of the courses. Course descriptions will be made available through the BSM Program Office.

GSBM 485 Global Business Intensive (1-4)

Hosted by partner schools abroad, Global Business Intensive 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.

GSBM 499 Undergraduate Directed Instruction (1-4)

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

ISTM 476 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.

LEGL 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 processes. 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.

LEGL 503 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: LEGL 470 Legal Environment of Business.

MKTG 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.

OTMT 481 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 on the functions of planning, organizing, and controlling from a “macro” perspective, i.e., from the perspective of the organization as a whole.

OTMT 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.

STGY 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: FINC 474 Managerial Finance and MKTG 473 Marketing Management. This course must be taken during the last trimester.



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

JOINT BACHELOR OF SCIENCE IN MANAGEMENT AND MASTER OF BUSINESS ADMINISTRATION



Graduates from the BSM program who have excelled in their course work can earn an MBA through the Joint BSM and MBA (MBAJ) program in as little as one additional year.

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 minimum of 90 units—a minimum of 48 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 (2 units each). They also take the business strategy course for 4 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 2-unit advanced topics courses for a total of 4 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, marketing, 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 values-centered 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.

Global Business Intensive Courses

Two units of credit may be earned by attending one of the Global Business Intensive courses offered at locations in Asia, Europe, Latin America, the Caribbean, and North America. These are short-term intensive courses which students take during trimester breaks.

Study Abroad Program

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 GSBM Study Abroad course units. When the courses are completed at the international partner university, their course designation will be added to the enrollment 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

1. To be considered eligible for admission to the MBAJ program, a student must have earned a 3.4 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 40 or more units of the Graziadio School's BSM program and have no outstanding lower-division course work.
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. In such cases, a minimum grade of "B" must be achieved in the MBFE core course for the student to be allowed to continue in the MBAJ program.
4. An Application for Admission packet may be obtained from the Program Office. The completed application must be submitted to the Graziadio School Admission Office.
5. A letter of recommendation from a supervisor or an employer must be submitted electronically to the Graziadio School Admission Office.
6. Two letters of recommendation from full-time Graziadio School faculty members must be submitted electronically to the Graziadio School Admission Office.
7. A completed Employment Information form with typewritten essays, as specified, must be submitted electronically 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 working business professionals. Accordingly, the maximum course load per trimester has been established as 10 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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

Course Requirements for the MBAJ

The Joint BSM/MBA program curriculum is comprised of a minimum of 30 units, including the integration in business operations course, GSBM 670J; the business strategy course, STGY 659; the integration in business operations course, STGY 670C; and up to 24 units of MBA-level courses. The program may be completed in 12 months if 10 units area taken each trimester. Prerequisites for each course must be met. Four 2-unit courses—ACCT 500, ECNM 501, FINC 502, and LEGL 503—must be taken within the first two terms of attendance. They are considered prerequisites to participating in the remainder of the program. GSBM 670J must be taken in the first two terms of attendance and prior to STGY 659/STGY 670C. GSBM 670J cannot be taken with STGY 659/STGY 670C.

ACCT 500*	Advanced Topics: Accounting.....	(2)
ECNM 501*	Advanced Topics: Economics.....	(2)
FINC 502*	Advanced Topics: Finance.....	(2)
GSBM 670J	Integration in Business Operations.....	(1)
LEGL 503*	Advanced Topics: Law.....	(2)
MBA Electives**	(16)
STGY 659	Strategic Management.....	(4)
	(Must be taken during the last trimester)	
STGY 670C	Integration in Business Operations: Strategic Management...	(1)

**If Advanced Topics 500, 501, 502, or 503 were completed in the BSM program, additional MBA electives must be taken.*

***A maximum of 16 units may be taken in the concentration area. Once the 16 units are completed, electives must be selected in unrelated topics from either the General Management or any other concentration area.*

Global Business Requirement

All MBAJ students must complete at least 2 units of global business course work by satisfying one of the following options:

1. A one-week, 2-unit Global Business Intensive course hosted by partner schools abroad, led by a Graziadio School faculty member.
2. One trimester Study Abroad at a global partner business school.
3. Summer school opportunities at a global partner business school.
4. A one-week, 2-unit residential Global Business Intensive course hosted at Pepperdine University taught by a visiting professor from a global partner business school.
5. A 2-unit Going Global with Graziadio (G3) project.
6. An appropriately scoped Global Business Directed Instruction project.
7. Any course listed under the global business concentration.

MBAJ Elective Concentrations

The Joint BSM/MBA program allows students to choose among eight sets of elective concentrations: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, General Management, Global Business, Leadership and Managing Organizational Change, and Marketing. Concentrations consist of 12 units of course work.

Digital Innovation and Information Systems

Elective Courses

Twelve units are to be selected from the following courses:

ISTM 660	Business Analytics and Intelligence.....	(2)
ISTM 661	Enterprise Architecture and Infrastructure Management....	(2)
ISTM 662	DIIS Project and Program Management	(2)
ISTM 663	Managing DIIS Security, Privacy and Ethics	(2)
ISTM 664	Business Process Analysis and Innovation.....	(2)
ISTM 665	Digital Innovation and Strategic Transformation	(2)
ISTM 667	DIIS Applied Research Project.....	(2)

A student may substitute any two of the following for up to four units of electives: a GSBM 693 Global Business Intensive with DIIS-focused content and/or final paper; BSCI 617 Creating and Leading Effective Teams; BSCI 631 Leadership and Organizational Success or OTMT 617 Leadership Theory and Practice; BSCI 633 Organizational Development and Change or OTMT 634 Change Management or OTMT 672 Organizational Dynamics and Managing Change; DESC 620 Advanced Statistical Tools; DESC 621 Valuation of Real Options; DESC 634 Supply Chain Management; DESC 636 Project Management; DESC 637 Multiple Attribute Decision Analysis; ENTR 661 Entrepreneurship and the Generation of New Venture Ideas; ENTR 662 The Feasibility of New Venture Ideas; FINC 633 Working Capital Management;

FINC 638 Financial Modeling; ISTM 669 IT-Enabled Process and Decision Support in New Ventures; LEGL 631 Negotiation and Resolution of Business Disputes or LEGL 684 Business Negotiation and the Resolution of Conflict; MKTG 661 Product Innovation and Management; MKTG 670 Technology in Marketing; OTMT 678 Managing Creativity and Innovation; STGY 645 Responsible Business Practice Capstone. Completing GSBM 693 (with DIIS-focused content and/or final paper), ISTM 664, or ISTM 665 satisfies the global requirement for the program.

Dispute Resolution

Required Courses

LEGL 684	Business Negotiation and the Resolution of Conflict	(4)
	Six required units from the Straus Institute, School of Law:	
	Mediation Theory and Practice	(2)
	Arbitration Course (one of three)	(2)
	Interviewing, Counseling, and Planning	(2)

Elective Course

One of the following elective courses from the Straus Institute, School of Law satisfies the global requirement for the program:

Cross-Cultural Conflict and Dispute Resolution	(2)
Current Issues in International Dispute Resolution (Study Abroad)	(2)
International Commercial Arbitration Practice and Procedure	(2)
International Commercial Arbitration Theory and Doctrine	(2)
International and Commercial Dispute Resolution	(2)
International Investment Disputes	(2)
Selected Issues in Dispute Resolution—Faith-Based Diplomacy and International Peacemaking	(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, School of Law.

Additional information on the Dispute Resolution concentration can be found at law.pepperdine.edu/straus/mba-students.

Entrepreneurship

ENTR 661 and ENTR 662 must be taken in sequence and precede the other courses. ENTR 667 is a capstone course which must be taken upon completion of the other five courses. ENTR 663, ENTR 664, and ENTR 665 may be taken concurrently or in any order but are best taken in sequence starting with ENTR 663, followed by ENTR 664, and ending with ENTR 665. The global business requirement is fulfilled by completing the Entrepreneurship concentration.

Required Courses

ENTR 661	Entrepreneurship and the Generation of New Venture Ideas	(2)
ENTR 662	The Feasibility of New Venture Ideas	(2)

ENTR 663	Financing Entrepreneurial Ventures.....	(2)
ENTR 664	Managing Entrepreneurial Ventures.....	(2)
ENTR 665	Marketing Entrepreneurial Ventures.....	(2)
ENTR 667	New Venture Creation.....	(2)

Finance

Elective Courses

Twelve units are to be selected from the following courses:

FINC 620	Strategic Issues in Finance.....	(2)
FINC 634	The Management of Financial Risk.....	(2)
FINC 635	Real Estate Investing and Finance.....	(2)
FINC 638	Financial Modeling.....	(2)
FINC 663	Financing Small Businesses.....	(2)
FINC 664	Business Analysis Using Financial Statements.....	(2)
FINC 667	Global Capital Markets and Institutions.....	(4)
FINC 668	Valuation and Corporate Combinations.....	(4)
FINC 669	Investments and Portfolio Management.....	(4)

Note: Completing FINC 667 will satisfy the global requirement for the program.

General Management

A General Management concentration allows for a flexibility in the choice of any 12 units of MBA electives. Elective courses may be 4 units or 2 units each. Studies need not focus on any particular discipline.

Global Business

Required Course

ECNM 670	Global and Macroeconomic Environment.....	(4)
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Elective Courses

Eight units are to be selected from the following courses:

FINC 667	Global Capital Markets and Institutions.....	(4)
LEGL 673	International Business Law and Its Environment.....	(4)
MKTG 671	Global Markets.....	(2)
OTMT 671	Cross-Cultural Management.....	(2)

Note: A student may substitute GSBM 693 Global Business Intensive for up to 4 units of electives. Completing FINC 667, MKTG 671, or OTMT 671 satisfies the global requirement for the program. A student may substitute GSBM 693 Global Business Intensive or GSBM 694 Going Global with Graziadio (G3) for up to 4 units of electives.

Leadership and Managing Organizational Change

Required Course

OTMT 670 Advanced Principles of Organizations and Leadership (4)

Elective Courses

Eight units are to be selected from the following courses:

BSCI 617 Creating and Leading Teams (2)

BSCI 635 Leadership and Ethics (2)

LEGL 684 Business Negotiation and the Resolution of Conflict (4)

OTMT 671 Cross-Cultural Management (2)

OTMT 672 Organizational Dynamics and Managing Change (4)

OTMT 678 Managerial Creativity and Innovation for Leadership (4)

Note: A student may substitute GSBM 693 Global Business Intensive for up to 4 units of electives.

Marketing

Required Courses

MKTG 662 Marketing Communications (2)

MKTG 663 Strategic Issues in Marketing (2)

MKTG 664 Marketing Consulting (4)

Elective Courses

Four units are to be selected from the following courses:

MKTG 660 Services Marketing (2)

MKTG 661 Product Innovation and Management (2)

MKTG 665 Marketing Small Businesses (2)

MKTG 671 Global Marketing (2)

Note: MKTG 671 satisfies the global requirement for the program. A student may substitute GSBM 693 Global Business Intensive for up to 2 units of electives.

Standards and Measurements of Achievement for MBAJ Students

A grade point average of 3.4 must be maintained in the BSM program, and a grade point average of 3.5 must be maintained in the Advanced Topics courses. If a 3.5 average is not maintained, admission to the MBAJ program may be revoked or additional courses may be required as part of the MBAJ curriculum, at the discretion of the MBAJ Admission Committee. If the student is required to take MBFE core courses as a condition of admission to the MBAJ program, a minimum grade of “B” must be achieved in these courses; otherwise, admission to the MBAJ program may be revoked or additional courses may be required as part of the MBAJ program.

A student must maintain a cumulative grade point average of at least 3.0 throughout the MBAJ 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 STGY 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 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 one trimester of completion of the course work on which the petition focuses. A grade appeal must be initiated within 30 days after the grade is posted.



MASTER OF SCIENCE IN APPLIED FINANCE



The Fully Employed Master of Science in Applied Finance is offered at the Irvine campus.

The Master of Science in Applied Finance (MSAF) is a 36-unit, part-time program that can be completed in four trimesters. Specifically, the program is designed primarily to train students interested in careers in asset management. Students seeking careers in investment banking and private equity will also find this training desirable and conducive to entering careers in those industries. Classes are designed to include materials covered in levels 1, 2, and 3 of the Certified Financial Analyst (CFA) exam.

The program meets the following objectives for students' learning:

- Demonstrate the ability to fully analyze the global and domestic macro economy.
- Fully analyze the financial standing of a company.
- Persuasively and professionally articulate their thinking.
- Incorporate ethical considerations in decision making.
- Apply quantitative and technical tools to analyze data.

Core MSAF courses include ACCT 652 Accounting Information and Control Systems; DESC 656 Quantitative Analysis for Business Operations; ECNM 657 Prices, Profit, and the Market Economy; and FINC 655 Financial Management of the Firm. These courses are designed to provide the foundation for further course work in finance.

The MSAF program is further enhanced by the following courses: FINC 634 The Management of Financial Risk, FINC 638 Financial Modeling, FINC 640 Derivative Contracts, FINC 664 Business Analysis using Financial Statements, FINC 668 Valuation and Corporate Combinations, FINC 669 Investments and Portfolio Management, and FINC 667 Global Capital Markets and Institutions.

Ideally, students will complete the MSAF program as a cohort.

Students who complete the Fully-Employed MSAF program may apply to waive up to 16 units (DESC 656, ACCT 652, ECNM 657, and FINC 655) from the core course requirements for the Fully-Employed MBA program if they have achieved a minimum grade of "B" in each of these courses in the Fully-Employed MSAF program. Students may also apply to waive up to 6 units from the Fully-Employed MBA elective requirements if they have achieved a minimum grade of "B" in the course for which they are requesting a waiver. Students must meet all Fully-Employed MBA admission criteria in order to be admitted to the program. They must complete a minimum of 30 units in the Fully-Employed MBA program.

Admission Requirements for the MSAF

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 Graduate Management Admission Test (GMAT) taken within the last five years is required.
3. One letter of recommendation from a current or previous manager or mentor who is qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
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 online Application for Admission with a \$75 payment for the nonrefundable application fee must be submitted electronically to the Graziadio School Admission Office.
6. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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 online Employment Information form with essays, as specified, must be submitted to the Graziadio School Admission Office.

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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

Standards and Measurements of Achievement for MSAF Students

Each course in the MSAF program has its own method for measuring achievement. At the beginning of each course, the standards of achievement and method of measurement for a particular course will be described in the course syllabus.

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 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 MSAF 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.

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 one trimester of completion of the course work on which the petition focuses. A grade appeal must be initiated within 30 days after the grade is posted.

Course Requirements for the MSAF

Trimester I

ACCT 652	Accounting Information and Control Systems.....	(4)
DESC 656	Quantitative Analysis for Business Operations.....	(4)

Trimester II

ECNM 657	Prices, Profit, and the Market Economy.....	(4)
FINC 655	Financial Management of the Firm.....	(4)

Trimester III

FINC 638	Financial Modeling.....	(2)
FINC 667	Global Capital Markets and Institutions.....	(4)
FINC 669	Investments and Portfolio Management.....	(4)

Trimester IV

Session A

FINC 634	The Management of Financial Risk.....	(2)
FINC 664	Business Analysis Using Financial Statements.....	(2)
FINC 668	Valuation and Corporate Combinations.....	(4)

Session B

FINC 640	Derivative Contracts.....	(2)
FINC 668	Valuation and Corporate Combinations.....	(continued)

MASTER OF SCIENCE IN ENTREPRENEURSHIP



The MSEN program is a 20-month, part-time program designed to efficiently move students through idea generation to the launch of their own businesses and beyond.

The Master of Science in Entrepreneurship (MSEN) degree aims to serve a two-decade surge in entrepreneurial activity by leveraging the Graziadio School's portfolio of courses in entrepreneurship and related areas to assist students in starting their own high-potential businesses. The MSEN program includes 39 units of course work delivered over five trimesters. The curriculum is specifically designed to assist would-be entrepreneurs who are currently employed yet determined to launch their own businesses as soon as possible. To this end, the MSEN offers a highly focused program that inspires a creative personal vision to be translated into an actionable business model within the bounds of its condensed graduate curriculum.

Entrepreneurship is, at its core, a creative activity. It involves starting a new venture with an innovative idea, frequently for a market that currently does not exist. Its purpose is not only the production of wealth for an individual entrepreneur, but also the expression of his or her personal values and the growth of a free-market economy. Increasing a person's capacity to become an entrepreneur begins with the acquisition of knowledge in key foundation disciplines. Thus, the first two trimesters of the MSEN program are comprised of four core business courses covering the basics of accounting, economics, finance, and marketing. The remainder of the MSEN program is built around a series of courses framed by the notion of "entrepreneurship as creative problem solving" and designed to assist students in modeling, planning, and launching their own business ventures—for-profit solutions to real-world problems.

The program meets the following objectives for students' learning:

- Increase understanding of the new venture creation process and assess interest in starting a business in order to consider a career in entrepreneurship.
- Develop the ability to determine the viability and desirability of new venture ideas.
- Enhance competency in managing the start-up process, including the development of financial models, operation plans, and marketing approaches.
- Increase proficiency in writing a business plan that will communicate a venture idea, map the start-up process, and help to obtain needed funding.

Core MSEN courses include ENTR 661 Entrepreneurship and the Generation of New Venture Ideas and ENTR 662 The Feasibility of New Venture Ideas—courses that assist students in the discovery of their own brainchild, a personally compelling venture idea with large market potential. These courses are followed by ENTR 663 Financing Entrepreneurial Ventures, ENTR 664 Managing Entrepreneurial Ventures, and ENTR 665 Marketing Entrepreneurial Ventures—three courses that flesh out a business model to generate profits, build an effective organization, and make connection with the intended market. The capstone course, ENTR 667 New Venture Creation, pulls it all together, resulting in a business plan that students will present to a panel of angel and venture capital investors.

The MSEN program is further enhanced by courses that help students discover their own leadership styles (BSCI 607 Personal Development for Leadership and BSCI 650 Personal and Leadership Development Workshop) and test their ability to make more holistic decisions that balance each of the functional areas (GSBM 670X, Integration in Business Operations). The program is also strengthened by LEGL 668 Legal Aspects of Entrepreneurship and DESC/ISTM 669 IT-Enabled Processes and Decision Support in New Ventures. Finally, the MSEN program is expanded by a course that examines and applies the principles of entrepreneurship in an international setting: GSBM 694 Going Global with Graziadio (G3): Global Business Development Practicum.

Ideally, students will complete the final three trimesters of the MSEN program as a cohort.

Students who have already completed their MBA at the Graziadio School may apply to waive the MSEN foundation courses in the first two trimesters if they have achieved a minimum “B” grade in the equivalent number of semester units in equivalent graduate-level courses within the past seven years. This allows Graziadio School MBA alumni to obtain the MSEN by completing just 23 units of additional course work.

MBA alumni from other AACSB-accredited schools may apply to waive up to 8 units of the foundation courses in the first two trimesters if they have achieved a minimum “B” grade in the equivalent number of semester units in equivalent graduate-level courses within the past seven years. Such students may also request to replace an additional 8 units of the foundation course work with other Fully-Employed MBA electives if they have achieved a minimum “B” grade in the equivalent number of semester units in equivalent graduate-level courses within the past seven years. Either approach will allow MBA alumni from other AACSB-accredited schools the opportunity to obtain the MSEN degree by completing 31 units of course work over three trimesters.

Students who complete the MSEN degree can apply to waive up to 18 units (ACCT 652, ECNM 657, FINC 655, MKTG 658, and GSBM 670X) from the Fully-Employed MBA core courses if they have achieved a minimum “B” grade in each of these courses in the MSEN program. This will allow MSEN graduates to obtain an MBA degree by taking an additional 22 units of MBA core courses plus a minimum of 8 units of additional MBA elective courses for a total of 30 additional units.

Admission Requirements for the MSEN

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 Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) General Test taken within the last five years is required.

3. One letter of recommendation from a current or previous manager or mentor who is qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
4. Applicants either must be currently employed or must have a minimum of two years of work experience or its equivalent.
5. 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.
6. A completed online Application for Admission with a \$75 payment for the nonrefundable application fee must be submitted electronically to the Graziadio School Admission Office.
7. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.
9. A completed online Employment Information form with essays, as specified, must be submitted to the Graziadio School Admission Office.

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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be

submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

Standards and Measurements of Achievement for MSEN Students

Each course in the MSEN program has its own method for measuring achievement. At the beginning of each course, the standards of achievement and method of measurement for a particular course will be described in the course syllabus.

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 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 MSEN 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.

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 one trimester of completion of the course work on which the petition focuses. A grade appeal must be initiated within 30 days after the grade is posted.

Course Requirements for the MSEN

Trimester I: Foundation I

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

Trimester II: Foundation II

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

Trimester III

Session A

BSCI 607	Personal Development for Leadership.....	(2)
BSCI 650	Personal and Leadership Development Workshop.....	(1)
ENTR 661	Entrepreneurship and the Generation of New Venture Ideas...	(2)

Session B

ENTR 662	The Feasibility of New Venture Ideas.....	(2)
LEGL 668	Legal Aspects of Entrepreneurship.....	(2)

Trimester IV

Session A

ENTR 663	Financing Entrepreneurial Ventures.....	(2)
DESC/ ISTM 669	IT-Enabled Process and Decision Support in New Ventures..	(2)

Session B

ENTR 664	Managing Entrepreneurial Ventures.....	(2)
GSBM 694	Going Global with Graziadio (G3): Global Business Development Practicum.....	(2)

Trimester V

Session A

ENTR 665	Marketing Entrepreneurial Ventures.....	(2)
GSBM 670X	Integration in Business Operations.....	(2)

Session B

GSBM 670X	Integration in Business Operations (Continued).....	(0)
ENTR 667	New Venture Creation.....	(2)

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 and private organizations.
- Increase multicultural competencies.

This 36-unit program, which may be completed in as few as four trimesters, 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. Students will have an opportunity to review their learning contracts with a staff or faculty member in the second trimester of the program. The short integrative workshops in the third and fourth trimesters 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 concentration.

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 in a holistic way; 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 values-centered mission of the Graziadio School. In addition, a completed Application for Admission must be submitted online with a \$75 nonrefundable fee. This application is available at the Graziadio School website: bschool.pepperdine.edu. The online application 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 with an acceptable grade point average 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 values-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. A minimum of five years of organization experience is recommended.
6. An organizational context within which course work application and integration can occur is required.
7. An official transcript with the baccalaureate degree posted must be mailed directly by the registrar from the college or university that granted the undergraduate degree 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. An Application for Admission with a \$75 payment for the nonrefundable application fee must be completed online and submitted to the Graziadio School Admission Office.
9. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt

from this requirement. The bulleted list below contains test and contact information:

- Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
- Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
- International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.

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.

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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

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 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.

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 one trimester of completion of the course work on which the petition focuses. A grade appeal must be initiated within 30 days after the grade is posted.

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. BSCI 650 and BSCI 651 must be taken in the first trimester.

Following is the suggested course sequence:

OTMT 650A	Leadership and Self	(1)
BSCI 650	Personal and Leadership Development Workshop.....	(1)
BSCI 651	Behavior in Organizations.....	(4)
OTMT 617	Leadership Theory and Practice	(2)
BSCI 635	Leadership and Ethics	(2)
OTMT 670	Advanced Principles of Organizations and Leadership.....	(4)
<i>either</i> OTMT 671	Cross-Cultural Management	(2)
<i>or</i> GSBM 693	Global Business Intensive.....	(2)
OTMT 672	Organizational Dynamics and Managing Change	(4)
LEGL 684	Business Negotiation and the Resolution of Conflict	(4)
BSCI 617	Creating and Leading Teams	(2)
OTMT 678	Managerial Creativity and Innovation for Leadership	(4)
ISTM 654	Information and Process Systems	(4)
OTMT 650C	Leadership through Systems.....	(2)

FULLY EMPLOYED MASTER OF BUSINESS ADMINISTRATION



Fully-Employed MBA students receive education in responsible business practice that is entrepreneurial in spirit, ethical in focus, and global in orientation.

The Fully Employed Master of Business Administration (MBFE) is a 52-unit program designed for individuals who possess some business or managerial experience and are interested in developing their functional competencies and leadership potential. Students gain a solid foundation of current business management concepts, including the impacts of globalization, technology, and ethics on the future workplace. A significant amount of students' class assignments will require ongoing integration and application of acquired knowledge and skills by the students to their professional lives.

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, multidisciplinary 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 6 p.m. to 10 p.m., with typically an additional 8 to 12 hours a week spent outside class on preparation and projects. Occasionally, selected courses are offered on weekends. A student may take one or two 4-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 8 to 10 units each trimester. Graduate students enrolled for 8 units are considered full time.

During the first trimester of study, all members of the class participate in a weekend-long personal and leadership development workshop. The primary purpose of the workshop 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 team development. The workshop is a residential 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. Elective courses enable students to focus on areas of professional interest and qualify for a concentration. Prerequisites may be required for some courses.

Concentrations

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

Global Business Requirement

All MBFE students must complete at least 2 units of global business course work by satisfying one of the following options:

1. A one-week, 2-unit Global Business Intensive course hosted by partner schools abroad, led by a Graziadio School faculty member.
2. One trimester Study Abroad at a global partner business school.
3. Summer school opportunities at a global partner business school.
4. A one-week, 2-unit residential Global Business Intensive course hosted at Pepperdine University taught by a visiting professor from a global partner business school.
5. A 2-unit Going Global with Graziadio (G3) project.
6. An appropriately scoped Global Business Directed Instruction project.
7. Any course listed under the Global Business concentration.

Global Business Intensive Courses

Two units of credit may be earned by attending one of the Global Business Intensive courses offered at locations in Asia, Europe, Latin America, the Caribbean, and North America. These are short-term intensive courses which students take during trimester breaks.

Study Abroad Program

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 GSBM Study Abroad course units. When the courses are completed at the international partner university, their course designation will be added to the enrollment 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 Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) General Test taken within the last five years is required.
3. One letter of recommendation from a current or previous manager or mentor who is qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
4. Applicants either must be currently employed or must have a minimum of two years of work experience or its equivalent.
5. 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.
6. A completed online Application for Admission and three essays, as specified in the application material, with a \$75 payment for the nonrefundable application fee must be submitted electronically to the Graziadio School Admission Office.
7. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.
9. A completed online Employment Information form, as specified, must be submitted to the Graziadio School Admission Office.

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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

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 standards of achievement and method of measurement for a particular course will be described in the course syllabus.

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 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.

Transfer of Graduate Credit and Waiver of Courses

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

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.

Fast-Track Fully Employed MBA Option

Students holding an undergraduate major in business from an AACSB-accredited university who have achieved a minimum grade point average of 3.5 or better in their business major course work, a minimum GMAT score of 600, and accumulated a minimum of two years of professional work experience will qualify for the fast-track option within the Fully Employed MBA program. Students admitted to the fast-track option can waive up to 12 units of Fully Employed MBA core courses except the core course associated with the concentration that they intend to pursue unless they completed a major in this area in their undergraduate degree. To qualify for a Fully Employed MBA core course waiver under the fast-track option, students must have obtained a “B+” or better grade in at least 6 semester units of comparable upper-division undergraduate course work at an AACSB-accredited university. The upper-division undergraduate course work must have been completed within the past seven years. Requests for course waivers under the fast-track option must be made by the end of the first trimester of enrollment and must be approved by the relevant department chair.

Pathways to FEMBA Program

Admission Requirements for the Pathways to FEMBA Program

1. To be considered eligible for admission to the Pathways to FEMBA program, a student must have an earned GPA greater than 3.0 in the BSM units earned at the Graziadio School no more than five years prior to the term of attendance.
2. Applicants must have a minimum of three years of work experience.
3. A minimum grade of “B” is required in each BSM course for which the equivalent MBFE core course is waived through the Pathways to FEMBA 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 Pathways to FEMBA program.
4. An Application for Admission packet may be obtained from the Program Office. The completed application must be submitted to the Graziadio School Admission Office.
5. One letter of recommendation from a current or previous manager or mentor who is qualified to assess the applicant’s ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
6. Applicants must have completed ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance during the BSM program and must have earned a letter grade of “B” or better.
7. The credits will be deducted from the normal 52 MBFE minimum units required for the MBA degree (remaining MBFE units). The units are required based on the earned grade point average:
 - 3.4 grade point average or greater in the BSM units earned at the Graziadio School may qualify for the MBAJ program and waive up to 22 units and the Graduate Management Admission Test (GMAT) (see MBAJ section for further information and application process).
 - 3.3 grade point average or greater in the BSM units earned at the Graziadio School, may waive up to 16 units and the GMAT. A minimum of 36 units to be completed at the MBA level.
 - 3.2 grade point average or greater in the BSM units earned at the Graziadio School, may waive up to 12 units and the GMAT. A minimum of 40 units to be completed at the MBA level.
 - 3.1 grade point average or greater in the BSM units earned at the Graziadio School, may waive up to 8 units and the GMAT. A minimum of 44 units to be completed at the MBA level.

- 3.0 grade point average or greater in the BSM units earned at the Graziadio School, may waive the GMAT. A minimum of 52 units to be completed at the MBA level.
- Grade point average less than 3.0 refer to the FEMBA program for admission requirements.

Course Requirements for the Pathways to FEMBA Program

1. At the MBA level, students will take ECNM 501 Advanced Topics: Economics and LEGL 503 Advanced Topics: Law and earn a letter grade of “B” or better.
2. The following courses may not be waived:
 - BSCI 650 Personal and Leadership Development Workshop
 - BSCI 651 Behavior in Organizations
 - GSBM 670J Integration in Business Operations
 - STGY 659 Strategic Management
 - STGY 670C Integration in Business Operations: Strategic Management
3. GSBM 670J must be taken prior to STGY 659/STGY 670C. GSBM 670J cannot be taken with STGY659/STGY 670C

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 one trimester of completion of the course work on which any petition focuses. A grade appeal must be initiated within 30 days after the grade is posted. To process petitions, students should contact the Program Office personnel.

Course Requirements for the Fully Employed MBA

The Fully Employed MBA program requires 52 units of course work with some flexibility in scheduling. BSCI 650 and BSCI 651 must normally be taken in the first trimester, and STGY 659 and STGY 670C must be taken after all core courses.

GSBM 670X and STGY 670C are integration courses. Students must complete the following courses before taking GSBM 670X: ACCT 652, BSCI 650, BSCI 651, DESC 656, ECNM 657, FINC 655, and MKTG 658. Students must enroll in GSBM 670X before enrolling in their last course, STGY 659. STGY 670C must be taken in conjunction with STGY 659.

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

Trimester I

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

Trimester II

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

Trimester III

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

Trimester IV

GSBM 670X	Integration in Business Operations.....	(2)
	(Course must be taken before STGY 659)	
ISTM 654	Information and Process Systems.....	(4)
XXXX XXX	Elective(s).....	(4)

Trimester V

LEGL 653	Political, Regulatory, Ethical, and Legal Issues of Business.....	(4)
XXXX XXX	Elective(s).....	(4)

Trimester VI

XXXX XXX	Elective(s).....	(4)
STGY 659	Strategic Management.....	(4)
STGY 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 Concentrations

The Fully Employed MBA allows students to choose one of eight elective concentrations offered: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, General Management, Global Business, Leadership and Managing Organizational Change, and Marketing. Concentrations consist of 12 units of course work.

Digital Innovation and Information Systems

Elective Courses

Twelve units are to be selected from the following courses:

ISTM 660	Business Analytics and Intelligence.....	(2)
ISTM 661	Enterprise Architecture and Infrastructure Management....	(2)
ISTM 662	DIIS Project and Program Management.....	(2)
ISTM 663	Managing DIIS Security, Privacy, and Ethics.....	(2)
ISTM 664	Business Process Analysis and Innovation.....	(2)
ISTM 665	Digital Innovation and Strategic Transformation.....	(2)

ISTM 667	Digital Innovation and Information Systems Applied Research Project	(2)
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A student may substitute any two of the following for up to 4 units of electives: a GSBM 693 Global Business Intensive with DIIS-focused content and/or final paper; BSCI 617 Creating and Leading Teams; BSCI 631 Leadership and Organizational Success or OTMT 617 Leadership Theory and Practice; BSCI 633 Organizational Development and Change or OTMT 634 Change Management or OTMT 672 Organizational Dynamics and Managing Change; DESC 620 Advanced Statistical Tools; DESC 621 Valuation of Real Options; DESC 634 Supply Chain Management; DESC 636 Project Management; DESC 637 Multiple Attribute Decision Analysis; ENTR 661 Entrepreneurship and the Generation of New Venture Ideas; ENTR 662 The Feasibility of New Venture Ideas; FINC 633 Working Capital Management; FINC 638 Financial Modeling; ISTM 669 IT-Enabled Process and Decision Support in New Ventures; LEGL 631 Negotiation and Resolution of Business Disputes or LEGL 684 Business Negotiation and Resolution of Conflict; MKTG 661 Product Innovation and Management; MKTG 670 Technology in Marketing; OTMT 678 Managing Creativity and Innovation; STGY 645 Responsible Business Practice Capstone. Completing GSBM 693 (with DIIS-focused content and/or final paper), ISTM 664, or ISTM 665 satisfies the global requirement for the program.

Dispute Resolution

Required Courses

LEGL 684	Business Negotiation and the Resolution of Conflict	(4)
	Six required units from the Straus Institute, School of Law: Mediation Theory and Practice.....	(2)
	Arbitration Course (one of three).....	(2)
	Interviewing, Counseling, and Planning.....	(2)

Elective Course

One of the following courses from the Straus Institute, School of Law satisfies the global requirement for the program:

Cross-Cultural Conflict and Dispute Resolution	(2)
Current Issues in International Dispute Resolution (Study Abroad)	(2)
International Commercial Arbitration Practice and Procedure.....	(2)
International Commercial Arbitration Theory and Doctrine.....	(2)
International and Commercial Dispute Resolution	(2)
International Investment Disputes.....	(2)
Selected Issues in Dispute Resolution—Faith-Based Diplomacy and International Peacemaking.....	(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, School of Law.

Additional information on the Dispute Resolution concentration can be found at law.pepperdine.edu/straus/mba-students.

Entrepreneurship

ENTR 661 and ENTR 662 must be taken in sequence and precede the other courses. ENTR 667 is a capstone course which must be taken upon completion of the other five courses. ENTR 663, ENTR 664, and ENTR 665 may be taken concurrently or in any order but are best taken in sequence starting with ENTR 663, followed by ENTR 664, and ending with ENTR 665. The global business requirement is fulfilled by completing the Entrepreneurship concentration.

Required Courses

ENTR 661	Entrepreneurship and the Generation of New Venture Ideas	(2)
ENTR 662	The Feasibility of New Venture Ideas	(2)
ENTR 663	Financing Entrepreneurial Ventures	(2)
ENTR 664	Managing Entrepreneurial Ventures	(2)
ENTR 665	Marketing Entrepreneurial Ventures	(2)
ENTR 667	New Venture Creation	(2)

Finance

Elective Courses

Twelve units are to be selected from the following courses:

FINC 634	The Management of Financial Risk	(2)
FINC 635	Real Estate Investing and Finance	(2)
FINC 638	Financial Modeling	(2)
FINC 663	Financing Small Businesses	(2)
FINC 664	Business Analysis Using Financial Statements	(2)
FINC 667	Global Capital Markets and Institutions	(4)
FINC 668	Valuation and Corporate Combinations	(4)
FINC 669	Investments and Portfolio Management	(4)

Note: FINC 667 will satisfy the global requirement for the program.

General Management

A General Management concentration allows for a flexibility in the choice of any 12 units of MBA electives. Elective courses may be 4 units or 2 units each. Studies need not focus on any particular discipline.

Global Business

Required Course

ECNM 670	Global and Macroeconomic Environment	(4)
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Elective Courses

Eight units are to be selected from the following courses:

FINC 667	Global Capital Markets and Institutions	(4)
LEGL 673	International Business Law and Its Environment	(4)
MKTG 671	Global Marketing	(2)
OTMT 671	Cross-Cultural Management	(2)

Note: Completing FINC 667, MKTG 671, or OTMT 671 satisfies the global requirement for the program. A student may substitute GSBM 693 Global Business Intensive or GSBM 694 Going Global with Graziadio (G3) for up to four units of electives.

Leadership and Managing Organizational Change

Required Course

OTMT 670 Advanced Principles of Organizations and Leadership (4)

Elective Courses

Eight units are to be selected from the following courses:

BSCI 635 Leadership and Ethics (2)

LEGL 684 Business Negotiation and the Resolution of Conflict (4)

OTMT 617 Leadership Theory and Practice (2)

OTMT 671 Cross-Cultural Management (2)

OTMT 672 Organizational Dynamics and Managing Change (4)

OTMT 678 Managerial Creativity and Innovation for Leadership (4)

Note: A student may substitute GSBM 693 Global Business Intensive for up to 4 units of electives.

Marketing

Required Courses

MKTG 662 Marketing Communications (2)

MKTG 663 Strategic Issues in Marketing (2)

MKTG 664 Marketing Consulting (4)

Elective Courses

Four units are to be selected from the following courses:

MKTG 660 Services Marketing (2)

MKTG 661 Product Innovation and Management (2)

MKTG 665 Marketing Small Businesses (2)

MKTG 671 Global Marketing (2)

Note: MKTG 671 satisfies the global requirement for the program. A student may substitute GSBM 693 Global Business Intensive for up to 2 units of electives.

Online Master of Business Administration

The Online Master of Business Administration (MBA) program is designed for individuals who possess business or managerial experience, need or desire a highly flexible educational delivery modality, and are interested in developing their functional competencies and leadership potential. Students gain a solid foundation of current business management concepts within a 52-unit curricular framework that is global, values-centered, and entrepreneurial. A significant amount of students' class assignments will require ongoing integration and application of acquired knowledge and skills to their professional lives.

The program has the following learning outcomes:

- Students will have the skills to analyze business situations in an integrated, multidisciplinary way and recommend solutions.
- Students will have the communication skills to persuasively and professionally articulate their thinking.
- Students will understand team dynamics and are effective team members and leaders.
- Students will incorporate ethical considerations in decision making.

Students begin the program in a cohort, but different concentrations and course sequencing options allow students to mix during the program. Online sessions are completed on a weekly basis. A four-credit course consists of weekly sessions with a total of 60 hours of instructor-directed instruction. Because Pepperdine courses are offered on a trimester basis, a student may complete the program in as few as 24 months. Graduate students enrolled for 8 units are considered full time.

During the first trimester of study, all members of the class are required to participate in a weekend-long Personal and Leadership Development Workshop (BSCI 650). The workshop is designed to build a cohesive learning team for the class as well as to explore the dynamics of interpersonal communication, personal ethics and values, and team development. The three-day residential workshop requires two overnight stays. Each participant is responsible for the cost of room and board. This course is graded on a credit or no credit basis.

Global Business Intensive Courses

Two units of credit may be earned by attending one of the Global Business Intensive courses offered at locations in Asia, Europe, Latin America, the Caribbean, and North America. These are week-long intensive courses which students take during semester breaks.

Admission Requirements for the Online MBA

1. A bachelor's degree with an acceptable grade point average from a regionally accredited four-year college or university.
2. An acceptable score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) General Test taken within the last five years.
3. One letter of recommendation from a current or previous manager or mentor qualified to assess the applicant's ability to pursue a graduate degree must be sent to the Graziadio School Admission Office.
4. Applicants must be currently employed or have a minimum of two years of work experience or its equivalent.
5. 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 must be submitted.
6. A completed online Application for Admission and three essays, as specified in the application material, with a \$75 nonrefundable application fee must be submitted electronically to the Graziadio School Admission Office.
7. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement.
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.
9. A completed online Employment Information form, as specified, must be submitted to the Graziadio School Admission Office.

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.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to three consecutive trimesters. If a student requires a leave of absence longer than three consecutive trimesters, the student must submit a petition to the Program Office. For information regarding the submission of this petition, contact the Program Office.

Standards and Measurements of Achievement for Online MBA Students

Each course in the Online MBA program has its own method for measuring achievement. At the beginning of each course, the standards of achievement and method of measurement for a particular course will be described in the course syllabus.

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 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. Students placed on academic probation shall be informed of any conditions for removing the probationary status. The Program Committee reviews the status of students who are on academic probation on a case-by-case basis. 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.

Orientation Course Requirement

- All students are required to complete the online “Orientation Course” prior to taking their first course online.

Taking Courses Between Programs

- On-ground students can take a maximum of 12 units through the online program.
- Online students can take a maximum of 12 units through the on-ground program.

Transferring Between On-ground and Online Programs

- On-ground students who wish to take more than 12 units of course work in the online program will need to request a transfer into the online program in order to do so.
- Online students who wish to take more than 12 units of course work in the on-ground program will need to request a transfer into the on-ground program in order to do so.

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 one trimester of completion of the course work on which any petition focuses. A grade appeal must be initiated within 30 days after the grade is posted. To process petitions, students should contact the Program Office personnel.

Course Requirements for the Online MBA

The Online MBA program requires 52 units of course work with some flexibility in scheduling. BSCI 650, BSCI 651, and ACCT 652 must be taken in the first or second trimester, and STGY 659 and STGY 670C must be taken after all core courses.

GSBM 670X and STGY 670C are integration courses. Students must complete the following courses before taking GSBM 670X: ACCT 652, BSCI 650, BSCI 651, DESC 656, ECNM 657, FINC 655, and MKTG 658. Students must enroll in GSBM 670X before enrolling in their last course, STGY 659. STGY 670C must be taken in conjunction with STGY 659.

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

Trimester I

BSCI 650	Personal and Leadership Development Workshop.....	(1)
BSCI 651	Behavior in Organizations.....	(4)
ACCT 652	Accounting Information and Control Systems	(4)

Trimester II

DESC 656	Quantitative Analysis for Business Operations	(4)
ECNM 657	Prices, Profit, and the Market Economy	(4)

Trimester III

FINC 655	Financial Management of the Firm	(4)
MKTG 658	Marketing Management	(4)

Trimester IV

LEGL 653	Political, Regulatory, Ethical, and Legal Issues of Business	(4)
ISTM 654	Information and Process Systems	(4)

Trimester V

GSBM 670X	Integration in Business Operations	(2)
XXXX XXX	Elective Courses.....	(8)

Trimester VI

Elective Courses(s)	(4)
STGY 659	Strategic Management	(4)
STGY 670C	Integration in Business Operations: Strategic Management...	(1)

Elective Concentrations

The Online MBA allows students to choose one of four elective concentrations: Finance, General Management, Leadership and Managing Organizational Change, and Marketing. Concentrations consist of 12 units of course work.

Finance

Elective Courses

Twelve units:

FINC 667	Global Capital Markets and Institutions.....	(4)
FINC 668	Valuation and Corporate Combinations.....	(4)
FINC 669	Investments and Portfolio Management	(4)

General Management

A General Management concentration allows for flexibility in the choice of any 12 units of MBA electives. Elective courses may be 4 units or 2 units each. Studies need not focus on any particular discipline.

Leadership and Managing Organizational Change

Elective Courses

Twelve units from the following courses:

OTMT 617	Leadership Theory and Practice	(2)
OTMT 670	Advanced Principles of Organizations and Leadership.....	(4)
OTMT 672	Organizational Dynamics and Managing Change	(4)
OTMT 673	Managerial Creativity and Innovation for Leadership	(2)

Note: A student may substitute GSBM 693 Global Business Intensive for up to 2 units of electives.

Marketing

Elective Courses

Twelve units from the following courses:

MKTG 661	Product Innovation and Management.....	(2)
MKTG 662	Marketing Communications	(2)
MKTG 673	Pricing	(2)
MKTG XXX	Plus 6 additional units of approved Marketing electives.....	(6)

FULL-TIME GRADUATE PROGRAMS



The full-time graduate programs, held at the Drescher Graduate Campus in Malibu, 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 Accounting (MSA)
- Master of Science in Applied Finance (MSAF)
- Master of Science in Global Business (MSGB)

Students in eligible programs may choose concentrations in Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, and Marketing through an extensive offering of electives in these specific areas. In addition, a certificate in Socially, Environmentally, and Ethically Responsible (SEER) Business Practice may also be earned by students in eligible programs. For more information, view the specific curriculums.

Offered on the Drescher Graduate Campus in Malibu, 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 2012, included representatives from 30 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 27 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. The academic experience begins with a required orientation at the Drescher Graduate Campus, Malibu. This orientation, designed specifically for full-time students, provides program information and introduces business challenges that will be faced during the course of study.

Entering students are enrolled in BSCI 650 Personal and Leadership Development Workshop, which is designed to provide the skill and experience base for the formation and management of teams in the full-time programs. The workshop is a residential experience, and participants are required to stay at the facility for two nights. This course is graded credit or no credit.

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.

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, applied to each student's account, provides funding for this student-run organization.

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 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. All Five-Year applicants are required to receive approval from Seaver College prior to applying to the Graziadio School. They must also show intention to complete Seaver College requirements prior to admission.

2. An acceptable score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (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 submitted electronically 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. Employment information must be submitted electronically to the Graziadio School Admission Office.
5. A completed online Application for Admission and three essays, as specified in the application material, with a \$100 payment for the nonrefundable application fee must be submitted electronically 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. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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. Please note that the MS in Accounting requires a bachelor's degree in accounting or equivalent.
 - Admission into the MS in Accounting, 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. Employment information must be submitted electronically to the Graziadio School Admission Office.
5. A completed online Application for Admission and three essays, as specified in the application material, with a \$100 payment for the nonrefundable application fee must be submitted electronically 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. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:
 - Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.

Notification of Admission

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."

Note: All policies related to the Master of Science in Accounting can be found online at the bschool.pepperdine.edu/programs/masters-accounting.

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 course 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.

For more information about waiver exams, please visit community.pepperdine.edu/graziadio/fulltime/incoming/academicprep/coursewaivers.

Students who satisfy one or both of these options may enroll in additional electives during their last two trimesters or may elect to take a lighter load 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 AACSB and 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 Program Committee in determining whether the proposed transfer is an appropriate substitution for the course. With the approval of the appropriate faculty and department chairperson, the director of full-time program administration will present the petition to the Graziadio School's Program Committee 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.

Note: All policies related to the Master of Science in Accounting can be found online at bschool.pepperdine.edu/programs/masters-accounting.

Leave of Absence

A leave of absence may be granted during a student's course of study. A letter or an e-mail from the student's Pepperdine e-mail account must be submitted to the Program Office indicating the reason for the leave and the projected time of return. Students may be granted a leave of absence for up to one year. If a student requires a leave of absence longer than one year, the student must petition the Program Committee. For information regarding the submission of this petition, contact an academic advisor.

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 Program Committee reviews the status of students who are on academic probation on a case-by-case basis.

Students planning to study abroad for a term must maintain a 3.0 grade point average throughout the program. Students on academic probation are ineligible to study abroad. 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 discipline and/or 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.”

Note: All policies related to the Master of Science in Accounting can be found online at bschool.pepperdine.edu/programs/masters-accounting.

Full-Time Graduate Program Options

All programs, except the Joint Five-Year BS/MBA, BS/IMBA, and MS programs (fall and spring trimester start), 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 49 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. Additionally, students from Graziadio partner universities complete this same sequence of course work for the International Dual-Degree program.

15-Month Full-Time MBA

This program may be completed in four consecutive trimesters consisting of 51 to 61 units. Students in this program have sufficient applicable work experience but lack previous relevant course work to qualify for the 12-Month program (minimum three years). Students admitted to this program also may elect the 20-Month program. Students in this program can graduate with a concentration.

20-Month Full-Time MBA

This program is completed in five trimesters and consists of 51 to 61 units and 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 Global Programs Office for additional information. Students who complete a trimester abroad are not eligible to graduate with a concentration.

The Business Internship is designed especially for students with insufficient work experience, or who want to gain experience in a different professional field, enrolled in the Full-Time MBA 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.

International Master of Business Administration (IMBA)

This program is completed in five trimesters and consists of 51 to 61 units. The curriculum meets the needs of students without sufficient undergraduate

business preparation or work experience (similar to the 20-Month MBA), while providing an intensive international focus. The fall and spring trimesters of the first year of study are completed at the Drescher Graduate Campus, Malibu. The following summer trimester consists of a required 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.

During the second year of study, IMBA students spend their fall trimester abroad at a Graziadio partner school and then return to complete the final spring trimester with the full-time programs. In addition to a trimester abroad, students are required to complete a one-week, 2-unit IMBA Study Abroad session (GSBM 690). 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. Students in this program are not eligible to graduate with a concentration.

At select partner universities an optional IMBA Dual-Degree program is available for students who meet eligibility requirements. The IMBA Dual-Degree entails a modified curriculum involving an internship overseas and an additional term of study at the partner university for the completion of two degrees: the partner university's degree as well as the IMBA degree from Pepperdine. The IMBA Dual-Degree extends the length of the IMBA by two trimesters and is approximately an additional trimester and a half of tuition payable to Pepperdine. Pepperdine academic scholarships do not cover the additional terms of study.

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, Africa, 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 allows students to earn the MBA in five years inclusive of the completion of 3.5 years of study at the Business Division of Seaver College. A minimum of 49 units is required at the Graziadio School. Students receive both the BS and MBA degrees upon the completion of all requirements for the Joint Five-Year program.

Students take seven semesters of work at Seaver College and four trimesters, beginning in January, at the Graziadio School. Students are 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 fifth year. The BS/IMBA internship at the Graziadio School must take place at a global firm and deal with international issues. Study abroad will be completed with a Graziadio School partner university. In addition to a trimester abroad, students are required to complete a one-week Global Study Tour. Tuition for the Global Study Tour 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. Students who pursue this option are not eligible to graduate with a concentration.

At select partner universities an optional BS/IMBA Dual-Degree program is available for students who meet eligibility requirements. The BS/IMBA Dual-Degree entails a modified curriculum involving an internship overseas and an additional term of study at the partner university for the completion of two degrees: the partner university's degree as well as the BS/IMBA degree from Pepperdine. The BS/IMBA Dual-Degree extends the length of the BS/IMBA by two trimesters and is approximately an additional trimester and a half of tuition payable to Pepperdine. Pepperdine academic scholarships do not cover the additional terms of study.

Joint Juris Doctor and Master of Business Administration (JD/MBA)

This four-year joint JD and MBA degree program requires 131 units: 49 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. Students in this program are not eligible to study abroad unless they extend the length of their program by one trimester.

Joint Master of Business Administration and Master of Public Policy (MBA/MPP)

This three-year joint MBA and MPP degree program consists of 97 units: 49 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. Students in this program are not eligible to study abroad unless they extend the length of their program by one trimester. Additionally, they can graduate with a concentration by completing more units than those required toward the degree.

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.

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.

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 Accounting (MSA)

This program is completed in two trimesters with a minimum of 30 units. The Master of Science in Accounting program prepares graduates for careers in public accounting industry, government, and nonprofit organizations. This program is a fifth-year professional program. The objective of the program is to provide students with greater breadth and depth of understanding in accounting and business than is possible in an undergraduate program. The program employs a rigorous case analysis approach that requires students to demonstrate conceptual, analytical, and communication skills. Graduates are prepared to research various databases related to critical accounting problems and to exercise judgment in making accounting-related decisions by drawing on their integrated, comprehensive body of accounting and business knowledge.

Note: All policies related to the Master of Science in Accounting can be found online at bschool.pepperdine.edu/programs/masters-accounting.

Master of Science in Applied Finance (MSAF)

This program is completed in three consecutive trimesters and consists of 47 units. The degree is designed to prepare students for entry-level positions in financial services. Students enrolled in the Graziadio School's MBA programs are not eligible to apply. Students in the MSAF program have the opportunity to select one of three tracks: Capital Markets, Financial Management, or Investments.

Students who complete the MSAF degree can apply and waive up to 20 units from the full-time core courses. This will allow MSAF graduates to obtain an MBA degree by taking an additional 25 units of MBA core courses, a minimum of 16 units of additional MBA elective courses and a 0 unit Full-time internship for a total of 41 additional units.

Master of Science in Global Business (MSGB)

This program is completed in four trimesters with a minimum of 47 units. The program includes a Business Internship in a global organization in the summer following the initial two trimesters.

Domestic students in the MSGB program are required to study abroad during their final trimester and complete a Business Internship in a global organization either in the United States or abroad. Should they decide to complete their third trimester at the Graziadio School, they would be required to complete their Business Internship abroad. International students have the option of completing the Business Internship in the United States or abroad (but not in their country of origin) as well as completing their final trimester at the Graziadio School or at a partner university.

Students in this program generally have a non-business undergraduate degree with limited work experience. Students enrolled in the Graziadio School MBA programs are not eligible to apply.

The study abroad experience enhances the global nature of the MSGB degree. Students may contact the Global Programs Office for additional information and an application. 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. Students who complete their final trimester of study at a partner university are not eligible to graduate with a concentration.

Students who complete the MSGB degree can apply and waive up to 29 units from the full time core courses. This will allow MSGB graduates to obtain an MBA degree by taking an additional 16 units of MBA core courses, a minimum of 16 units of additional MBA elective courses, and a 0-unit Full-time internship for a total of 32 additional units.

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 three components:

Core Courses	35 units
Career Seminar.....	0 units
Elective Courses	14 units
Total Units Required.....	49 units

12-Month students can petition to concentrate in Finance or Marketing. Concentrations are subject to schedule availability. The SEER certificate can be completed in this program but must be declared during the first session of the first trimester.

Program Sequence

Fall Trimester					
Session A			Session B		
ECNM 602	Managerial Economics	(2)	ACCT 602	Cost Accounting	(2)
ISTM 603	Information Resources and Technology ¹	(2)	FINC 604	Managerial Finance	(2)
BSCI 607	Personal Development for Leadership	(2)	ECNM 612	Macroeconomic Analysis	(2)
MKTG 605	Marketing Management	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
GSBM 560	Career Seminar ²	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester					
Session A			Session B		
ISTM 613	Technology and Operations Management	(2)	DESC 603	Quantitative Business Analysis	(2)
FINC	Finance Elective	(2)	MKTG	Marketing Elective	(2)
ACCT	Accounting Elective ³	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
Summer Trimester					
Session A			Session B		
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
BSCI	Applied Behavior Analysis Elective ⁴	(2)	OTMT	Organizational Management Elective ⁵	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

1. ISTM 603 may be waived based on prior course work or passing a qualifying examination. Waived students must take ISTM 613 and an elective in the waived course's field.
2. Students must complete career development requirements before registering for the final trimester of study.
3. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
4. Students must take one of BSCI 617, BSCI 631, BSCI 633, BSCI 635, LEGL 631, OTMT 634, or OTMT 671.
5. Students must take one of BSCI 631, DESC 636, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640.

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 three components:

Core Courses (depending on courses waived).....	35–45 units
Career Seminar.....	0 units
Elective Courses.....	16 units
Total Units Required.....	51–61 units

Students in this program are eligible to graduate with one of the following concentrations: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, or Marketing. The SEER certificate can be completed in this program but must be declared during the first session of the first trimester.

Footnotes for Page 123

1. ACCT 591, ECNM 592, and/or DESC 593 may be waived based on prior course work or passing a qualifying examination.
2. ISTM 603, FINC 614, and/or MKTG 615 may be waived based on prior course work or passing a qualifying examination. Waived students must take ISTM 613, FINC 604, and/or MKTG 605 and an elective in the waived course's field.
3. Career development requirements must be completed before registering for the second year of study.
4. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
5. BSCI 617, BSCI 631, BSCI 633, BSCI 635, LEGL 631, OTMT 634, or OTMT 671 will meet this requirement.
6. BSCI 631, DESC 636, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.

Program Sequence

Fall Trimester					
Session A			Session B		
ACCT 591	Financial Accounting ¹	(2)	DESC 593	Applied Data Analysis ¹	(2)
ECNM 592	Economic Concepts ¹	(2)	ACCT 602	Cost Accounting	(2)
ISTM 603	Information Resources and Technology ²	(2)	ECNM 602	Managerial Economics	(2)
BSCI 607	Personal Development for Leadership	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
GSBM 560	Career Seminar ³	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester					
Session A			Session B		
ECNM 612	Macroeconomic Analysis	(2)	ACCT	Accounting Elective ⁴	(2)
ISTM 613	Technology and Operations Management	(2)	DESC 603	Quantitative Business Analysis	(2)
FINC 614	Finance ²	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing ²	(4)	MKTG 615	Marketing (Cont.)	
Summer Trimester					
Session A			Session B		
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
Fall Trimester					
Session A			Session B		
BSCI	Applied Behavior Analysis Elective ³	(2)	OTMT	Organizational Management Elective ⁶	(2)
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

Please reference footnotes on page 122.

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 51–61 units of course work and consists of the following:

Core Courses (depending on courses waived).....	35–45 units
Career Seminar.....	0 units
Elective Courses.....	16 units
Business Internship.....	0 units
Total Units Required.....	51–61 units

Students in this program are eligible to graduate with one of the following concentrations: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, or Marketing. The SEER certificate can also be completed.

Footnotes for Page 125

1. ACCT 591, ECNM 592, and/or DESC 593 may be waived based on prior course work or passing a qualifying examination.
2. Career development requirements must be completed before registering for the second year of study.
3. ISTM 603, FINC 614, and/or MKTG 615 may be waived based on prior course work or passing a qualifying examination. Waived students must take ISTM 613, FINC 604, and/or MKTG 605 and an elective in the waived course's field.
4. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
5. BSCI 617, BSCI 631, BSCI 633, BSCI 635, LEGL 631, OTMT 634, or OTMT 671 will meet this requirement.
6. BSCI 631, DESC 636, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.

Program Sequence

Fall Trimester					
Session A			Session B		
ACCT 591	Financial Accounting ¹	(2)	ACCT 602	Cost Accounting	(2)
ECNM 592	Economic Concepts ¹	(2)	ECNM 602	Managerial Economics	(2)
DESC 593	Applied Data Analysis ¹	(2)	ISTM 603	Information Resources and Technology ²	(2)
BSCI 607	Personal Development for Leadership	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
GSBM 560	Career Seminar ²	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester					
Session A			Session B		
ACCT	Accounting Elective ⁴	(2)	ECNM 612	Macroeconomic Analysis	(2)
DESC 603	Quantitative Business Analysis	(2)	ISTM 613	Technology and Operations Management	(2)
FINC 614	Finance ³	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing ³	(4)	MKTG 615	Marketing (Cont.)	
Summer Trimester					
GSBM 695	Internship	(0)	GSBM 695	Internship (Cont.)	
Fall Trimester					
Session A			Session B		
BSCI	Applied Behavior Analysis Elective ⁵	(2)	OTMT	Organizational Management Elective ⁶	(2)
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
Spring Trimester					
Session A			Session B		
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

Please reference footnotes on page 124.

IMBA Program

The curriculum for the International Master of Business Administration program consists of the following:

Core Courses (depending on courses waived).....	35–45 units
Global Business Integration.....	0 units
Career Seminar.....	0 units
Study Abroad (Electives).....	16 units
Business Internship.....	0 units
Total Units Required.....	51–61 units

Students in this program are not eligible to graduate with a concentration. The SEER certificate can be completed in this program but must be declared during the first session of the first trimester.

Footnotes for Page 127

1. ACCT 591, ECNM 592, and/or DESC 593 may be waived based on prior course work or passing a qualifying examination.
2. Career development requirements must be completed before registering for the second year of study.
3. ISTM 603, FINC 614, and/or MKTG 615 may be waived based on prior course work or passing a qualifying examination. Waived students must take ISTM 613, FINC 604, and/or MKTG 605 and an elective in the waived course's field.
4. The internship for IMBA students must have an international focus.
5. Courses will be taken at the study abroad school. At select partner universities, an optional IMBA Dual-Degree program is available. The IMBA Dual-Degree extends the length of the IMBA by two trimesters and is an additional trimester and a half of tuition.

Program Sequence

Fall Trimester					
Session A			Session B		
ACCT 591	Financial Accounting ¹	(2)	ACCT 602	Cost Accounting	(2)
ECNM 592	Economic Concepts ¹	(2)	ECNM 602	Managerial Economics	(2)
DESC 593	Applied Data Analysis ¹	(2)	ISTM 603	Information Resources and Technology ³	(2)
BSCI 607	Personal Development for Leadership	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
GSBM 560	Career Seminar ²	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester					
Session A			Session B		
FINC 614	Finance ³	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing ³	(4)	MKTG 615	Marketing (Cont.)	
GSBM 585	Global Business Integration	(0)	ACCT 603	Accounting for Multinational Enterprises	(2)
ECNM 612	Macroeconomic Analysis	(2)	OTMT 671	Cross-Cultural Management	(2)
OTMT 618	Designing and Managing International Organizations	(2)			
Summer Trimester					
GSBM 695	Internship ⁴	(0)	GSBM 695	Internship (Cont.)	
Fall Trimester (Abroad)					
Session A			Session B		
GSBM 690	IMBA Study Abroad Electives ⁵	(16)	GSBM 690	IMBA Study Abroad Electives (Cont.)	
GSBM 692	Global Business Study Tour	(2)			
Spring Trimester					
Session A			Session B		
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
ISTM 613	Technology and Operations Management	(2)	DESC 603	Quantitative Business Analysis	(2)

Please reference footnotes on page 126.

BS/MBA Five-Year Program

This Bachelor of Science/Master of Business Administration 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 inclusive of the completion of 3.5 years of study at the Business Division of Seaver College and 1.5 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	25 units
Career Seminar.....	0 units
Undergraduate Internship.....	0 units
Internship	0 units
Elective Courses	24 units
Total Units Required.....	49 units

Students in this program are eligible to graduate with one of the following concentrations: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, or Marketing. The SEER certificate can also be completed.

Program 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		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar (Cont.)	
ECNM 602	Managerial Economics	(2)	FINC 604	Managerial Finance	(2)
ISTM 613	Technology and Operations Management	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 607	Personal Development for Leadership	(2)	ACCT	Accounting Elective ²	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)	GSBM	Leadership Elective ³	(2)
DESC 620	Advanced Statistical Tools	(2)			
Summer Trimester (Year 4)					
GSBM 695	Internship	(0)	GSBM 695	Internship (Cont.)	
Fall Trimester (Year 5)					
Session A			Session B		
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MKTG 605	Marketing Management	(2)	MKTG 610	Marketing Consulting (E2B)	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
Spring Trimester (Year 5)					
Session A			Session B		
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
GSBM	Free Elective	(2)	FINC	Finance Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

1. Career development requirements must be completed before registering for the final year of study.
2. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
3. BSCI 617, BSCI 631, BSCI 633, BSCI 635, DESC 636, LEGL 631, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.

BS/IMBA Five-Year Program

This Bachelor of Science/International Master of Business Administration 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 inclusive of the completion of 3.5 years of study at the Business Division of Seaver College and 1.5 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	29 units
Career Seminar.....	0 units
Undergraduate Internship.....	0 units
Internship	0 units
Elective Courses	4 units
Study Abroad (Electives).....	16 units
Total Units Required.....	49 units

Students in this program are not eligible to graduate with a concentration. The SEER certificate can be completed in this program but must be declared during the first session of the first trimester.

Program 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		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar (Cont.)	
GSBM 585	Global Business Integration	(0)	FINC 604	Managerial Finance	(2)
ECNM 602	Managerial Economics	(2)	OTMT 608	Theories and Models of Organization	(2)
ISTM 613	Technology and Operations Management	(2)	ACCT 603	Accounting for Multinational Enterprises	(2)
BSCI 607	Personal Development for Leadership	(2)			
BSCI 650	Personal and Leadership Development Workshop	(1)			
DESC 620	Advanced Statistical Tools	(2)			
Summer Trimester (Year 4)					
GSBM 695	Internship ²	(0)	GSBM 695	Internship (Cont.)	
GSBM 692	Global Business Study Tour	(2)			
Fall Trimester (Year 5)					
Session A			Session B		
GSBM 690	IMBA Study Abroad ³	(16)	GSBM 690	IMBA Study Abroad (Cont.)	
Spring Trimester (Year 5)					
Session A			Session B		
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
MKTG 615	Marketing	(4)	MKTG 615	Marketing (Cont.)	
GSBM	Leadership Elective ⁴	(2)	FINC	Finance Elective	(2)

1. Career development requirements must be completed before registering for the final year of study.
2. The Internship for IMBA students must have an international focus.
3. Courses will be taken at the study abroad school. At select partner universities, an optional IMBA Dual-Degree program is available. The IMBA Dual-Degree extends the length of the IMBA by two trimesters and is an additional trimester and a half of tuition.
4. BSCI 617, BSCI 631, BSCI 633, BSCI 635, DESC 636, LEGL 631, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.

JD/MBA Program

The Joint Juris Doctor and Master of Business Administration requires 131 units: 49 units of business courses and 82 units of law courses. The business curriculum consists of four components:

Core Courses (depending on courses waived).....	31–41 units
Career Seminar.....	0 units
Integration Seminar.....	0 units
Elective Courses.....	8–18 units
Total Business Units Required.....	49 units

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.....	17 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 131 units

Students in this program are not eligible to study abroad unless they extend the length of their program by one trimester.

Program Sequence

Fall Trimester (Year 1)					
Session A			Session B		
ACCT 591	Financial Accounting ¹	(2)	DESC 593	Applied Data Analysis ¹	(2)
ECNM 592	Economic Concepts ¹	(2)	ACCT 602	Cost Accounting	(2)
ISTM 603	Information Resources and Technology ²	(2)	ECNM 602	Managerial Economics	(2)
BSCI 607	Personal Development for Leadership	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
GSBM 560	Career Seminar ³	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester (Year 1)					
Session A			Session B		
ECNM 612	Macroeconomic Analysis	(2)	DESC 603	Quantitative Business Analysis	(2)
ISTM 613	Technology and Operations Management	(2)	ACCT	Accounting Elective ⁴	(2)
FINC 614	Finance ²	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing ²	(4)	MKTG 615	Marketing (Cont.)	
Spring Trimester (Year 3)					
Session A			Session B		
BSCI	Applied Behavior Analysis Elective ⁵	(2)	OTMT	Organizational Management Elective ⁶	(2)
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

1. ACCT 591, ECNM 592, and/or DESC 593 may be waived based on prior course work or passing a qualifying examination.
2. ISTM 603, FINC 614, and/or MKTG 615 may be waived based on prior course work or passing a qualifying examination. Waived students must take ISTM 613, FINC 604, and/or MKTG 605 and an elective in the waived course's field.
3. Career development requirements must be completed before registering for the second year of study.
4. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
5. BSCI 617, BSCI 631, BSCI 633, BSCI 635, LEGL 631, OTMT 634, or OTMT 671 will meet this requirement.
6. BSCI 631, DESC 636, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.

MBA/MPP Program

The Joint Master of Business Administration and Master of Public Policy requires 97 units: 49 units of business courses and 48 units of public policy courses. The business curriculum consists of three components:

Core Courses (depending on courses waived).....	33–39 units
Career Seminar.....	0 units
Elective Courses.....	10–16 units
Total Units Required	49 units

The following is an example of the sequence of studies:

Year 1	Program	Core	Electives	Total
Fall	MPP Program	16 units		16 units
Spring	MPP Program	8 units	8 units	16 units
Summer	MPP Internship	0 units		
Year 2				
Fall	MBA Program	17 units		17 units
Spring	MBA Program	16 units		16 units
Year 3				
Fall	MBA Program	6 units	10 units	16 units
Spring	MPP Program	8 units	8 units	16 units
			Total	97 units

Students in this program are not eligible to study abroad unless they extend the length of their program by one trimester. Additionally, they can graduate with a concentration by completing more units than those required for the degree.

Footnotes for Page 135

1. This recommended sequence is based on students starting the first year with the School of Public Policy. Students starting with the Graziadio School are recommended to meet with their program advisor as they may be required to take additional course work.
2. ACCT 591 and/or ISTM 603 may be waived based on prior course work or passing a qualifying examination.
3. Students who satisfy ISTM 603 at the School of Public Policy will take an elective from the GSBM courses.
4. Career development requirements must be completed before registering for the second year of study.
5. FINC 614 and/or MKTG 615 may be waived based on prior course work or passing a qualifying examination. Waived students must take FINC 604 and/or MKTG 605 and an elective in the waived course's field.
6. ACCT 601, ACCT 603, ACCT 605, or ACCT 612 will meet this requirement.
7. BSCI 631, DESC 636, OTMT 618, OTMT 630, OTMT 632, OTMT 634, OTMT 635, OTMT 671, or STGY 640 will meet this requirement.
8. BSCI 617, BSCI 631, BSCI 633, BSCI 635, LEGL 631, OTMT 634, or OTMT 671 will meet this requirement.

Program Sequence

Fall Trimester (Year 2)¹					
Session A			Session B		
ACCT 591	Financial Accounting ²	(2)	ACCT 602	Cost Accounting	(2)
ECNM 602	Managerial Economics	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 607	Personal Development for Leadership	(2)	ISTM 603	Information Resources and Technology ^{2,3}	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment	(4)	LEGL 616	Managing Within the Legal, Ethical, and Governmental Environment (Cont.)	
GSBM 560	Career Seminar ⁴	(0)	GSBM 560	Career Seminar (Cont.)	
Spring Trimester (Year 2)					
Session A			Session B		
ISTM 613	Technology and Operations Management	(2)	DESC 603	Quantitative Business Analysis	(2)
FINC 614	Finance ⁵	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing ⁵	(4)	MKTG 615	Marketing (Cont.)	
ACCT	Accounting Elective ⁶	(2)	OTMT	Organizational Management Elective ⁷	(2)
Fall Trimester (Year 3)					
Session A			Session B		
STGY 619	Strategic Management	(4)	STGY 619	Strategic Management (Cont.)	
GSBM	Free Elective	(2)	BSCI	Applied Behavior Analysis Elective ⁸	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)
GSBM	Free Elective	(2)	GSBM	Free Elective	(2)

Please reference footnotes on page 134.

MSA Program

The curriculum for the Master of Science in Accounting consists of the following:

Core Courses	20 units
Elective Courses	10 units
Total Units Required	30 units

Program Sequence

Core Requirements (20 units)

ACCT 660	Ethics for Accounting.....	(4)
ACCT 661	Advanced Taxation and Ethics.....	(4)
ACCT 662	Advanced Auditing.....	(4)
ACCT 663	Accounting Theory: Research and Policy	(4)

Choose one of the following:

ACCT 664	Accounting for Nonbusiness Organizations.....	(4)
ACCT 665	Financial Statement Analysis.....	(4)

Elective Requirements (10 units)

Ten elective units from courses (500 level or higher) offered at either Seaver College or the Graziadio School of Business and Management are required. A list of approved elective courses is available from the academic advisor.

Note: All policies related to the Master of Science in Accounting can be found online at bschool.pepperdine.edu/programs/masters-accounting.



MSAF Program

The Master of Science in Applied Finance requires 47 units of course work and is offered in three tracks.

Capital Markets Track

The curriculum for the MSAF Capital Markets track consists of the following:

Core Courses	39-43 units
Career Seminar.....	0 units
Elective Courses	4 units
Total Units.....	43-47 units

Program Sequence

First Trimester					
Session A			Session B		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar ¹ (cont.)	
BSCI 650	Personal and Leadership Development Workshop	(1)	ACCT 602	Cost Accounting	(2)
ACCT 591	Financial Accounting	(2)	ECNM 602	Managerial Economics	(2)
ECNM 592	Economic Concepts ²	(2)	ECNM 612	Macroeconomic Analysis	(2)
DESC 593	Applied Data Analysis ²	(2)			
FINC 614	Finance	(4)	FINC 614	Finance (Cont.)	
Second Trimester					
Session A			Session B		
ACCT 601	Advanced Financial Accounting	(2)	ACCT 605	E2B Accounting	(2)
DESC 603	Quantitative Business Analysis	(2)	FINC 630	Private Capital Markets	(2)
ECNM 648	The Global Economic Environment	(2)	DESC 620	Advanced Statistical Tools	(2)
FINC 621	Capital Markets	(2)	FINC 638	Financial Modeling	(2)
Third Trimester					
Session A			Session B		
FINC 635	Real Estate Investing and Finance	(2)	FINC 624	Mergers and Acquisitions	(2)
FINC 623	Business Valuation	(2)	FINC 622	Management of Financial Institutions	(2)
ACCT 632	Financial Statement Analysis	(2)	FINC/ ACCT	Finance or Accounting Elective ³	(2)
FINC/ ACCT	Finance or Accounting Elective ³	(2)			

1. Students must complete career development requirements before registering for the final trimester of study.
2. ECNM 592 and DESC 593 can be waived.
3. Electives limited to FINC or ACCT prefix courses. However, DESC 621 and DESC 637 may also be taken as elective courses.

MSAF Program

The Master of Science in Applied Finance requires 47 units of course work and is offered in three tracks.

Financial Management Track

The curriculum for the MSAF Financial Management track consists of the following:

Core Courses	39-43 units
Career Seminar	0 units
Elective Courses	4 units
Total Units	43-47 units

Program Sequence

First Trimester					
Session A			Session B		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar ¹ (cont.)	
BSCI 650	Personal and Leadership Development Workshop	(1)	ACCT 602	Cost Accounting	(2)
ACCT 591	Financial Accounting	(2)	ECNM 602	Managerial Economics	(2)
ECNM 592	Economic Concepts ²	(2)	ECNM 612	Macroeconomic Analysis	(2)
DESC 593	Applied Data Analysis ²	(2)			
FINC 614	Finance	(4)	FINC 614	Finance (Cont.)	
Second Trimester					
Session A			Session B		
ACCT 601	Advanced Financial Accounting	(2)	ACCT 605	E2B Accounting	(2)
DESC 603	Quantitative Business Analysis	(2)	ACCT 612	Advanced Cost Accounting	(2)
ECNM 648	The Global Economic Environment	(2)	DESC 620	Advanced Statistical Tools	(2)
FINC 620	Strategic Issues in Finance	(2)	FINC 638	Financial Modeling	(2)
Third Trimester					
Session A			Session B		
FINC 621	Capital Markets	(2)	FINC 624	Mergers and Acquisitions	(2)
FINC 623	Business Valuation	(2)	ACCT 633	Accounting for Working Capital	(2)
ACCT 632	Financial Statement Analysis	(2)	FINC/ ACCT	Finance or Accounting Elective	(2)
FINC/ ACCT	Finance or Accounting Elective	(2)			

1. Students must complete career development requirements before registering for the final trimester of study.
2. ECNM 592 and DESC 593 can be waived.
3. Electives limited to FINC or ACCT prefix courses. However, DESC 621 and DESC 637 may also be taken as elective courses.

MSAF Program

The Master of Science in Applied Finance requires 47 units of course work and is offered in three tracks.

Investments Track

The curriculum for the MSAF Investments track consists of the following:

Core Courses	37-41 units
Career Seminar.....	0 units
Elective Courses	6 units
Total Units.....	43-47 units

Program Sequence

First Trimester					
Session A			Session B		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar ¹ (cont.)	
BSCI 650	Personal and Leadership Development Workshop	(1)	ACCT 602	Cost Accounting	(2)
ACCT 591	Financial Accounting	(2)	ECNM 602	Managerial Economics	(2)
ECNM 592	Economic Concepts ²	(2)	ECNM 612	Macroeconomic Analysis	(2)
DESC 593	Applied Data Analysis ²	(2)			
FINC 614	Finance	(4)	FINC 614	Finance (Cont.)	
Second Trimester					
Session A			Session B		
ACCT 601	Advanced Financial Accounting	(2)	ACCT 605	E2B Accounting	(2)
DESC 603	Quantitative Business Analysis	(2)	DESC 620	Advanced Statistical Tools	(2)
FINC 639	Debt Securities	(2)	FINC 630	Private Capital Markets	(2)
FINC 626	Equity and Bond Investments	(2)	FINC 625	Modern Portfolio Theory	(2)
Third Trimester					
Session A			Session B		
FINC 638	Financial Modeling	(2)	FINC 634	The Management of Financial Risk	(2)
FINC 621	Capital Markets	(2)	FINC/ ACCT	Finance or Accounting Elective ³	(2)
FINC 640	Derivative Contracts	(2)	FINC/ ACCT	Finance or Accounting Elective ³	(2)
FINC/ ACCT	Finance or Accounting Elective ³	(2)			

1. Students must complete career development requirements before registering for the final trimester of study.
2. ECNM 592 and DESC 593 can be waived.
3. Electives limited to FINC, ECNM, or ACCT prefix courses. However, DESC 621 and DESC 637 may also be taken as elective courses.

MSGB Program

The curriculum for the 47-unit Master of Science in Global Business consists of the following:

Core Courses	29 units
Career Seminar	0 units
Global Business Internship	0 units
Electives Courses	18 units
Total Units Required	47 units

Domestic students in the MSGB program are required to study abroad during their final trimester and complete a Business Internship in a global organization either in the United States or abroad. Should they decide to complete their third trimester at the Graziadio School, they would be required to complete their Business Internship abroad.

International students have the option of completing the Business Internship in the United States or abroad as well as completing their final trimester at the Graziadio School or at a partner university.

Program Sequence

First Trimester					
Session A			Session B		
GSBM 560	Career Seminar ¹	(0)	GSBM 560	Career Seminar (Cont.)	
ACCT 591	Financial Accounting	(2)	ACCT 602	Cost Accounting	(2)
ECNM 592	Economic Concepts	(2)	ECNM 602	Managerial Economics	(2)
DESC 593	Applied Data Analysis	(2)	DESC 603	Quantitative Business Analysis	(2)
BSCI 607	Personal Development for Leadership	(2)	OTMT 608	Theories and Models of Organization	(2)
BSCI 650	Personal and Leadership Development Workshop	(1)			
Second Trimester					
Session A			Session B		
FINC 614	Finance	(4)	FINC 614	Finance (Cont.)	
MKTG 615	Marketing	(4)	MKTG 615	Marketing (Cont.)	
ECNM 612	Macroeconomic Analysis	(2)	ECNM 648	The Global Economic Environment	(2)
GSBM	Required Elective ²	(2)			
GSBM 692	Global Business Study Tour (Optional)	(2-4)			
Third Trimester					
Session A			Session B		
GSBM 695	Internship	(0)	GSBM 695	Internship (Cont.)	
Fourth Trimester					
Session A			Session B		
GSBM 691	Study Abroad	(16)	GSBM 691	Study Abroad (Cont.)	

1. Career development requirements must be completed before registering for the final year of study.
2. ISTM 613, OTMT 618, or OTMT 671 will meet this requirement.

Elective Concentrations

Students in eligible programs have the option to choose a major area of concentration by taking 12 units of electives specializing in the one of the six offered elective concentrations: Digital Innovation and Information Systems, Dispute Resolution, Entrepreneurship, Finance, Leadership and Managing Organizational Change, and Marketing.

Digital Innovation and Information Systems

Elective Courses

Twelve units are to be selected from the following courses:

ISTM 660	Business Analytics and Intelligence.....	(2)
ISTM 661	Enterprise Architecture and Infrastructure Management....	(2)
ISTM 662	DIIS Project and Program Management	(2)
ISTM 663	Managing DIIS Security, Privacy, and Ethics.....	(2)
ISTM 664	Business Process Analysis and Innovation.....	(2)
ISTM 665	Digital Innovation and Strategic Transformation	(2)
ISTM 667	Digital Innovation and Information Systems Applied Research Project	(2)

A student may substitute any two of the following for up to 4 units of electives: a GSBM 693 Global Business Intensive with DIIS-focused content and/or final paper; BSCI 617 Creating and Leading Teams; BSCI 631 Leadership and Organizational Success or OTMT 617 Leadership Theory and Practice; BSCI 633 Organizational Development and Change or OTMT 634 Change Management or OTMT 672 Organizational Dynamics and Managing Change; DESC 620 Advanced Statistical Tools; DESC 621 Valuation of Real Options; DESC 634 Supply Chain Management; DESC 636 Project Management; DESC 637 Multiple Attribute Decision Analysis; ENTR 661 Entrepreneurship and the Generation of New Venture Ideas; ENTR 662 The Feasibility of New Venture Ideas; FINC 633 Working Capital Management; FINC 638 Financial Modeling; ISTM 669 IT-Enabled Process and Decision Support in New Ventures; LEGL 631 or Negotiation and Resolution of Business Disputes LEGL 684 Business Negotiation and the Resolution of Conflict; MKTG 661 Product Innovation and Management; MKTG 670 Technology in Marketing; OTMT 678 Managing Creativity and Innovation; STGY 645 Responsible Business Practice Capstone.

Dispute Resolution

Twelve units are to be selected from the course list below to satisfy the Dispute Resolution concentration. MBA students also may take an additional elective, total of 14 units, at the Straus Institute, School of Law, toward a Certificate in Dispute Resolution. Students may take Law 1492 or LEGL 631, but not both, to satisfy the Dispute Resolution concentration.

Required Courses

Law 1422	Mediation Theory and Practice.....	(2)
Law 1712	Interviewing, Counseling, and Planning.....	(2)

Choose One:

Law 1492	Negotiation Theory and Practice.....	(2)
LEGL 631	Negotiation and Resolution of Business Disputes.....	(2)

Choose One:

Law 1632	Arbitration Practice and Advocacy.....	(2)
Law 372	International Commercial Arbitration.....	(2)

Elective Courses

Two elective courses from the Straus Institute.....	(4)
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Entrepreneurship

ENTR 661 and ENTR 662 must be taken in sequence and precede the other courses. ENTR 663, ENTR 664, and ENTR 665 may be taken concurrently or in any order but are best taken in sequence starting with ENTR 663, followed by ENTR 664, and ending with ENTR 665. ENTR 667 is a capstone course which must be taken upon completion of the other five courses.

Required Courses

ENTR 661	Entrepreneurship and the Generation of New Venture Ideas.....	(2)
ENTR 662	The Feasibility of New Venture Ideas.....	(2)
ENTR 663	Financing Entrepreneurial Ventures.....	(2)
ENTR 664	Managing Entrepreneurial Ventures.....	(2)
ENTR 665	Marketing Entrepreneurial Ventures.....	(2)
ENTR 667	New Venture Creation.....	(2)

Finance

Twelve units are to be selected from the course list below to satisfy the Finance concentration. No more than 4 units of accounting (marked by an asterisk) will count toward the Finance concentration. The required accounting elective must first be satisfied before accounting courses will count toward the Finance concentration.

*ACCT 601	Advanced Financial Accounting.....	(2)
*ACCT 603	Accounting for Multinational Enterprises.....	(2)
*ACCT 605	E2B Accounting.....	(2)
*ACCT 631	Accounting for Taxes.....	(2)
*ACCT 635	Auditing.....	(2)
*ACCT 636	Government and Not-for-Profit Accounting.....	(2)
DESC 621	Valuation of Real Options.....	(2)
ENTR 663	Financing Entrepreneurial Ventures.....	(2)
FINC 620	Strategic Issues in Finance.....	(2)
FINC 621	Capital Markets.....	(2)
FINC 622	Management of Financial Institutions.....	(2)
FINC 623	Business Valuation.....	(2)

FINC 624	Mergers and Acquisitions.....	(2)
FINC 625	Modern Portfolio Theory.....	(2)
FINC 626	Equity and Bond Investments.....	(2)
FINC 627	International Finance.....	(2)
FINC 628	Foreign Exchange and Markets.....	(2)
FINC 630	Private Capital Markets.....	(2)
FINC 631	Tax Implications of Financial Decisions.....	(2)
FINC 633	Working Capital Management.....	(2)
FINC 634	The Management of Financial Risk.....	(2)
FINC 635	Real Estate Investing and Finance.....	(2)
FINC 637	Education Investment Fund.....	(2)
FINC 638	Financial Modeling.....	(2)
FINC 639	Debt Securities.....	(2)
FINC 664	Business Analysis Using Financial Statements.....	(2)
FINC 667	Global Capital Markets and Institutions.....	(4)
FINC 668	Valuation and Corporate Combinations.....	(4)
FINC 669	Investments and Portfolio Management.....	(4)

Leadership and Managing Organizational Change

Twelve units are selected to satisfy the Leadership and Managing Organizational Change concentration—6 units of required courses: BSCI 617, OTMT 618, and choice of either BSCI 633 or OTMT 634 and 6 units of elective courses (see course list below). The courses BSCI 633 or OTMT 634 can be taken for elective credit if not taken as a required course. Any units used toward the applied behavior or organizational management elective also may be used toward the concentration.

Required Courses

BSCI 617	Creating and Leading Teams.....	(2)
OTMT 618	Designing and Managing International Organizations.....	(2)

Choose One:

BSCI 633	Organizational Development and Change.....	(2)
OTMT 634	Change Management.....	(2)

Elective Courses

BSCI 631	Leadership and Organizational Success.....	(2)
BSCI 633	Organizational Development and Change.....	(2)
BSCI 635	Leadership and Ethics.....	(2)
DESC 636	Project Management.....	(2)
ECNM 649	Doing Business in Emerging Markets.....	(2)
LEGL 631	Negotiation and Resolution of Business Disputes.....	(2)
OTMT 630	Family Business.....	(2)
OTMT 632	Organizational Development and Human Resource Management.....	(2)
OTMT 634	Change Management.....	(2)
OTMT 641	The Role of Business in Society.....	(2)

OTMT 671	Cross-Cultural Management	(2)
STGY 620	Strategic Issues In Global Business	(2)
STGY 640	Social Entrepreneurship	(2)

Marketing

Twelve units are selected to satisfy the Marketing concentration.

Recommended Course

MKTG 669	Marketing Research	(2)
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Elective Courses

ENTR 665	Marketing Entrepreneurial Ventures	(2)
MKTG 660	Services Marketing	(2)
MKTG 661	Product Innovation and Management	(2)
MKTG 662	Marketing Communications	(2)
MKTG 663	Strategic Issues in Marketing	(2)
MKTG 667	Sales and Sales Force Management	(2)
MKTG 668	Business-to-Business Marketing	(2)
MKTG 670	Technology in Marketing	(2)
MKTG 671	Global Marketing	(2)
MKTG 673	Pricing	(2)
MKTG 674	Formulating and Defending Marketing Strategies	(2)
MKTG 676	Brand Management	(2)
MKTG 677	Consumer Behavior	(2)

Certificate in Socially, Environmentally, and Ethically Responsible Business Practice

The Certificate in Socially, Environmentally, and Ethically Responsible (SEER) Business Practice allows students to complement their degree with courses and activities that will prepare them to understand the complexities of issues such as sustainability, corporate social responsibility, and ethics and how these tie into producing a superior product that generates financial growth. The SEER certificate has two components: (1) 8 units of course requirements and (2) service requirements.

1. Course Requirements

Required Course

STGY 645	Responsible Business Practice Capstone	(2)
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Elective Courses

Six units are selected from the following courses:

OTMT 641	The Role of Business in Society	(2)
OTMT 644	SEER Metrics: Defining and Communicating	(2)
OTMT 618	Designing and Managing International Organizations	(2)
OTMT 643	Acquiring Wealth, Power, and Success, Morally and Ethically	(2)
STGY 640	Social Entrepreneurship	(2)
BSCI 635	Leadership and Ethics	(2)

ECNM 649	Doing Business in Emerging Markets	(2)
DESC 636	Project Management	(2)
DESC 637	Multiple Attribute Decision Analysis	(2)
GSBM 693	Global Business Intensive*	(2)
ISTM 663	Managing DIIS Security, Privacy, and Ethics	(2)
MKTG 677	Consumer Behavior	(2)
BSCI 631	Leadership and Organizational Success	(2)

*Must be approved to receive SEER credit.

2. Service Requirements

Required

Membership in Net Impact. Official members of Net Impact are required to pay dues to the national Net Impact organization.

Choose One

- Attend Net Impact Conference and Submit Report to Faculty Chair
 - Champion at the Pepperdine Law School Palmer Center Microfinance Program
 - Help Plan and Coordinate a Net Impact Project
 - Help Plan/Assist in a Joint VCLL/Career Service Alumni Event
 - Help Plan/Assist in the VCLL Case Competition
 - Hold a Net Impact, C4C, or VCLL Officer Position
 - Participate in Graziadio Without Borders Program
 - Participate in Social Enterprise Week (SEW) Planning Committee
 - Perform 15 C4C Volunteer Hours
 - Provide Research Assistance to a Faculty Member in a SEER Area
 - SEER-Approved Internship During School (5+ hours/week)
 - Additional SEER Service
- Requirements are subject to approval by the SEER Committee.

Course Descriptions for Fully Employed and Full-Time Graduate Programs

ACCT 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.

ACCT 601 Advanced Financial Accounting (2)

ACCT 601 introduces various topics beyond an introductory level including irregular items disclosed on the income statement, goodwill, identifiable intangible assets, asset impairment, long-term liability accounting, various revenue-recognition issues, and other selected topics. Topics are introduced from a preparer's point of view and, as time allows, interpretation and analysis issues are discussed. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 602 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: ACCT 591 Financial Accounting or equivalent.

ACCT 603 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: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 604 Intermediate Financial Accounting (2)

This course is a follow-on to ACCT 591 Financial Accounting. It provides the student with a managerial-level understanding of intermediate issues in financial accounting. The course is a requirement for students pursuing the MSAF Accounting track. It may also be taken by MBA students as a finance elective. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 605 E2B Accounting (2)

This course is a follow-on to ACCT 591 Financial Accounting and ACCT 602 Cost Accounting. The course includes an E2B project which gives the student the opportunity to gain hands-on experience in analyzing the financial condition of an operating company and to make recommendations to the management for improvements. The student learns and applies advanced financial analysis tools. The course is an alternative to ACCT 612 Advanced Cost Accounting, ACCT 601 Advanced Financial Accounting, or ACCT 603 Accounting for Multinational Enterprises and is particularly suited to those students planning a career in finance and/or entrepreneurship. The course may also be taken as a finance elective by a student who has completed ACCT 612, ACCT 601, or ACCT 603. It is required course for students pursuing the MSAF accounting track. Prerequisites: Full-Time—ACCT 602 Cost Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 612 Advanced Cost Accounting (2)

The primary emphasis of this course is consistent with that of ACCT 602 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 ACCT 603 Accounting for Multinational Enterprises to satisfy this course. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 631 Accounting for Taxes (2)

This course provides the student with insights into the myriad of tax issues that impact business and individuals. The student will explore the tax implications of both income and expense elements. Heavy focus will be on those tax issues that appear in the CPA exam. The course is a requirement for students pursuing the MSAF Accounting track. It may also be taken by MBA students as a finance elective. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 632 Financial Statement Analysis (2)

This course examines the viability of the firm and its strategies within the framework of accounting rules and conventions. Financial statements will be analyzed from the following perspectives: the firm's business strategy, the impact of accounting policies and practices, and the application of financial analysis tools. Creating pro forma financial statements for investment decisions also will be stressed using various forecasting techniques. This is a required course for students pursuing the MSAF Accounting track. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 633 Accounting for Working Capital (2)

This course provides advanced coverage of accounting for working capital 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 and accounting for appropriate short-term investments, evaluation trade credit terms and credit scoring systems, establishing banking relationships, collections, creating cash budgets, and forecasting cash flows. This is a required course for students pursuing the MSAF Accounting track. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 635 Auditing (2)

This course provides the student will insights into financial statement audits and the level of assurance about the integrity of financial statement information used by decision makers. The course is a requirement for students pursuing the MSAF Accounting track. It may also be taken by MBA students as a finance elective. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 636 Government and Not-for-Profit Accounting (2)

This course is an exploration of the environment and objectives of government and not-for-profit organizations, how they differ from business, and how and why the environment and objectives affect the reporting and interpretation of accounting information. The course is a requirement for students pursuing the MSAF Accounting track. It may also be taken by MBA students as a finance elective. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent. Fully Employed—ACCT 500 Advanced Topics: Accounting or ACCT 652 Accounting Information and Control Systems.

ACCT 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.

ACCT 660 Ethics for Accounting (4)

This course provides an in-depth study of professional and regulatory ethics and of the foundations of accounting ethical standards and practices. The course includes topics such as permissible financial interests, the regulations surrounding provision of non-audit services, the standards relating to independence and conflicts of interest, and various approaches to ethical reasoning. Prerequisites: Graduate student status or permission of instructor.

ACCT 661 Advanced Taxation and Ethics (4)

This course introduces students to the federal tax concepts applicable to business entities and to the code of ethics for tax professionals. Emphasis is placed on differences between tax and financial accounting concepts. Additionally, students are exposed to tax planning, ethical standards for tax professionals, and tax research. Special topics, such as the accounting for gifts, estates, trusts, and exempt entities, as well as multistate corporate taxation, may be covered. Prerequisites: Graduate student status or permission of instructor.

ACCT 662 Advanced Auditing (4)

This course covers auditing and assurance topics in depth from professional and research perspectives. Topics covered include audit research, fraud, going concern judgments, professional ethics and litigation issues. Concepts and principles governing independence are examined. Topics of current interest, especially those related to assurance services in an e-business environment and the development of international auditing standards, may also be covered. Prerequisites: Graduate student status or permission of instructor.

ACCT 663 Accounting Theory: Research and Policy (4)

This course examines the conceptual framework for accounting, as well as the rationales underlying topics related to income determination, asset valuation and other complex and emerging accounting issues. Contributions to accounting thought are studied from both normative and positive perspectives. The course seeks to develop an appreciation for the impact of accounting theory on practice and policy. The course also addresses international financial reporting issues and the issues surrounding the development of a global set of accounting standards. Prerequisites: Graduate student status or permission of instructor.

ACCT 664 Accounting for Nonbusiness Organizations (4)

This course covers the accounting principles and theory underlying the accounting for governments and other not-for-profit entities. The course focuses on preparation, analysis and interpretation of nonbusiness organizations' financial reports. Prerequisite: Graduate student status or permission of instructor.

ACCT 665 Financial Statement Analysis (4)

This course focuses on methods used when performing financial analyses related to a company's profitability, risk, liquidity, and market value, and demonstrates the techniques employed to forecast future earnings and cash flows based on past performance. The course also discusses the influence that financial reporting and disclosure policies have on managerial decision-making. Topics of current interest, especially those related to financial statement fraud and corporate governance, may also be discussed. Prerequisites: Graduate student status or permission of instructor.

BSCI 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, offsite, residential communication workshop, BSCI 650. 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. Co-requisite: BSCI 650.

BSCI 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.

BSCI 631 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.

BSCI 633 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.

BSCI 635 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.

BSCI 650 Personal and Leadership Development Workshop (1)

This workshop serves as an orientation toward the experiential and team based models of learning used at Graziadio. Students engage in exercises and reflection that are meant to enhance communication, ethical decision-making, career development and other relevant skills for interpersonal effectiveness in business. This course is graded credit or no credit.

BSCI 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, BSCI 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.

DESC 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.

DESC 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.

DESC 603 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: DESC 593 Applied Data Analysis or equivalent.

DESC 620 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). Whilst some attention is given to long-standing techniques for categorical data, like 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. Prerequisites: Full-Time—DESC 593

Applied Data Analysis or equivalent. Fully Employed—DESC 656 Quantitative Analysis for Business Operations.

DESC 621 Valuation of Real Options (2)

In this course, students are presented with analytical techniques that apply option pricing methods, which were initially developed for financially-traded instruments, to the valuation of options on real assets. The “real option” approach to asset valuation quantifies the value of managerial flexibility, which is typically not captured in standard discounted cash flow valuation approaches. The course includes a review of the fundamental theory of decision analysis and options as well as an introduction to numerical techniques for solving dynamic programming problems, such as binomial lattices and trees. Hands-on experience with software tools used for the numerical analysis of problems using these ideas is also provided. Prerequisites: Full-Time—DESC 603 Quantitative Business Analysis or equivalent. Fully Employed—DESC 656 Quantitative Analysis for Business Operations.

DESC 634 Supply Chain Management (2)

Teaches the value of integrating other functions of manufacturing, procurement, sales and marketing, finance, distribution, quality, and customer service of an enterprise in the supply chain; emphasizes a collaborative relationship with trading partners. The principles of optimization of cost, quality, and service are considered in the context of corporate responsibilities of social and ethical values and exposes the students to experts from industry who bring an enlightened view of the practice of supply chain management. Students learn to conduct research as a team of professionals, putting these principles to work in solving a real-life problem consisting of conflicts.

DESC 636 Project Management (2)

This course provides an introduction to, and overview of, the variety of topics and diverse functions of project management. The fundamental theory of each function will be explored and the essential project management skills, practices, and tools will be identified. The focus of the course involves a real-time social project that requires students to use skills learned and coordinate and implement an action plan that leads to a deliverable to the client.

DESC 637 Multiple Attribute Decision Analysis (2)

One of the major classes of problems in the field of decision analysis is one-time decisions where a group of alternatives must be compared on the basis of multiple (and possibly competing) goals and objectives. This type of problem, called a multi-attribute decision, is found in many resource allocation and policy-making applications. As leaders in business increasingly consider the social and environmental consequences of their firms’ actions, the ability to solve multi-attribute decision problems is becoming progressively more important. There are also many personal decision-making problems that involve multiple attributes (both quantitative and qualitative), such as choosing a job or purchasing a home. The challenge in this type of decision is to create a value model that allows explicit comparisons between alternatives that often differ in

many ways. Prerequisites: Full-Time—DESC 603 Quantitative Business Analysis. Fully Employed—DESC 656 Quantitative Analysis for Business Operations.

DESC 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.

DESC 669 IT-Enabled Process and Decision Support in New Ventures (2)

This course addresses the IT systems and quantitative decision analysis necessary to support new ventures. The course focuses on the potential role of IT in enabling new business ventures to achieve their strategic goals and on the quantitative analysis skills required to support effective decision making. The unique challenges faced by new ventures and small businesses in the areas of IT and decision-making support are addressed throughout the course, in particular information, process and decision system availability, cost, accessibility, and scalability. Topics will include small business technology and systems, quantitative analysis, web-based business, project management, business intelligence, and decision analysis.

ECNM 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.

ECNM 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 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: ECNM 592 Economic Concepts or equivalent.

ECNM 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: ECNM 602 Managerial Economics or equivalent.

ECNM 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: Full-Time—ECNM 612 Macroeconomic Analysis or equivalent.

ECNM 649 Doing Business in Emerging Markets (2)

This course provides an introductory overview of international business focusing on the major emerging market economies. Emphasis is on the important factors that influence a company's selection of the countries in which to market, including the following topics: globalization and international business; emerging market characteristics; factors to be considered in selecting specific countries, including economic, cultural, ethical, environmental, political, and legal differences; including export, direct investment, collaborative, and distribution alternatives; and analysis of human resources, corporate social responsibility, and other key management issues. This course will focus on the practical aspects of doing business in emerging markets. Emphasis will be on salient country-specific factors that are important determinants for successfully launching products in selected major emerging markets.

ECNM 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.

ECNM 670 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: Fully Employed—ACCT 500 Advanced Topics: Accounting and ECNM 501 Advanced Topics: Economics or ECNM 657 Prices, Profit, and the Market Economy.

ENTR 661 Entrepreneurship and the Generation of New Venture Ideas (2)

The course is an introductory class focusing on the individual entrepreneur, the generation of innovative business ideas, the protection of intellectual property, the process of venture creation, and the role of entrepreneurship within society. Students will acquire the skills and process knowledge needed to create innovative for-profit solutions to real-world market opportunities and to pitch their ideas. Prerequisites: Full-Time—ACCT 591 Financial Accounting or equivalent, ACCT 602 Cost Accounting or equivalent, ECNM 592 Economic Concepts or equivalent, and ECNM 602 Managerial Economics or equivalent. Fully Employed—ACCT 652 Accounting Information and Control Systems or equivalent, and ECNM 657 Prices, Profit, and the Market Economy or equivalent.

ENTR 662 The Feasibility of New Venture Ideas (2)

The course concentrates on testing the personal, technical, financial, and market feasibility of entrepreneurial ideas generated to solve a perceived opportunity in the market. Students will learn how to assess the personal desirability, technical difficulty, financial viability, and market demand for products and services that are new to market and/or for which no market currently exists. Prerequisite: ENTR 661 Entrepreneurship and the Generation of New Venture Ideas.

ENTR 663 Financing Entrepreneurial Ventures (2)

Is the third in the sequence of courses needed to earn a concentration in Entrepreneurship and addresses issues related to financing new entrepreneurial ventures. It examines the various sources of funding available to start-ups, including friends and family, commercial lending institutions, angel investors, venture capitalists, and various governmental programs. The Initial Public Offering (IPO) process is also examined as a means for accessing public capital markets and growing the business. A major focus of the course is the creation of revenue models, profit models, and financials (i.e., pro forma income statements, pro forma balance sheets, and cash flow projections) that will allow students to determine the capital needs and valuation for their proposed new venture as

well as secure the funds needed to launch. Prerequisites: Full-Time—FINC 614 Finance or equivalent, and ENTR 662 The Feasibility of New Venture Ideas. Fully-Employed—FINC 655 Financial Management of the Firm or equivalent, and ENTR 662 The Feasibility of New Venture Ideas. NOTE: FINC 663 may be substituted for ENTR 663 and vice versa. However, students should be aware that the specific focus and deliverables for these two courses are substantially different from each other.

ENTR 664 Managing Entrepreneurial Ventures (2)

The course highlights the foundational principles and best practices for managing the start-up process, determining the organizational structure, planning operations, handling compensation and human resources, and exiting a new venture. Students will learn how to organize a new business as well as how to select, train, compensate, and promote employees. Prerequisite: ENTR 662 The Feasibility of New Venture Ideas.

ENTR 665 Marketing Entrepreneurial Ventures (2)

Is the fifth in the sequence of courses needed to earn a concentration in Entrepreneurship, and examines the unique marketing challenges encountered by entrepreneurs who must introduce products or services that are new to the market and/or for which no market currently exists. A major focus of the course is the completion of market research for a proposed product or service and the creation of a marketing plan that includes decisions regarding promotion, pricing and distribution, as well as the “go to market” strategy that will guide students in launching their proposed new venture. Prerequisites: Full-Time—MKTG 615 Marketing or equivalent and ENTR 662 The Feasibility of New Venture Ideas. Fully-Employed—MKTG 658 Marketing Management or equivalent and ENTR 662 The Feasibility of New Venture Ideas. NOTE: MKTG 665 may be substituted for ENTR 665 and vice versa. However, students should be aware that the specific focus and deliverables for these two courses are substantially different from each other.

ENTR 667 New Venture Creation (2)

The course is a capstone course designed for students actively involved in creating a new business. Students will complete a business plan around a personally compelling, high-potential venture idea, to be presented to a panel of venture capitalists and angel investors for potential funding. Prerequisites: ENTR 661 Entrepreneurship and the Generation of New Venture Ideas, ENTR 662 The Feasibility of New Venture Ideas, ENTR 663 Financing Entrepreneurial Ventures, ENTR 664 Managing Entrepreneurial Ventures, and ENTR 665 Marketing Entrepreneurial Ventures.

FINC 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 for MBAM students: Waiver from FINC 614 Finance.

FINC 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.

FINC 614A Financial Management (2)

This course prepares the student to explore the major issues in corporate finance. The complexities of financial valuation and decision making are investigated by providing the basic knowledge needed to address 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, risk assessment, and introduction to capital markets and the global environment. Emphasis is placed on the importance of corporate governance, ethical decisions, and creating value for all stakeholders. This course integrates concepts from accounting, statistics, and economics.

FINC 614B Advanced Financial Management (2)

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 capital budgeting, cost of capital, capital structure, dividend policy, and working capital management. Emphasis is placed on the importance of corporate governance, ethical decisions, and creating value for all stakeholders. This course integrates concepts from accounting, statistics, and economics. Prerequisite: FINC 614A Financial Management.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: FINC 621 Capital Markets.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: FINC 623 Business Valuation.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 630 Private Capital Markets (2)

Private Capital Markets addresses the valuation, financing, and ownership transfer issues related to privately held businesses. Specifically, students will learn how to value private companies; how various capital providers, such as banks and private equity firms, price risk and expected returns; and how private business interests are efficiently transferred. Prerequisites: Full-Time—ACCT 602 Cost Accounting, FINC 604 Managerial Finance or FINC 614 Finance or FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of

the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 635 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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. Prerequisites: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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. Prerequisites: Full-Time—FINC 604 Managerial Finance or FINC 614 Finance or FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 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. Prerequisites: Full-Time—FINC 604 Managerial Finance or FINC 614 Finance or FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 640 Derivative Contracts (2)

FINC 640 is an introductory course on derivatives. The course is an upper-level elective and assumes previous exposure to derivatives gained from required and elective finance courses. The course introduces the student to the design and structure of basic financial derivatives contracts. Contracts covered include Forwards, Futures, Options, and Swaps. The first half of the course is devoted to understanding contract nomenclature and the theoretical and practical concepts of valuation. Topics include pay-off diagrams, valuation methodology and market price behavior. The latter part of the course is devoted to extending the basic structures and examining how the contracts have been adopted for use with currencies, interest rates, equity and fixed income securities. Contemporary examples of the application of derivative contracts and the economic costs and benefits are covered. Prerequisite: Fully Employed--FINC 655 Financial Management of the Firm.

FINC 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: ACCT 652 Accounting Information and Control Systems.

FINC 663 Financing Small Businesses (2)

This course addresses issues related to financing small business enterprises and family firms. 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance or FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance. NOTE: ENTR 663 may be substituted for FINC 663 and vice versa. However, students should be aware that the specific focus and deliverables for these two courses are substantially different from one another.

FINC 664 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: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 667 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. Prerequisites: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 668 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. Prerequisites: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

FINC 669 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. Prerequisites: Full-Time—ACCT 602 Cost Accounting or equivalent and FINC 604 Managerial Finance or FINC 614 Finance and FINC 614B Advanced Financial Management. Fully Employed—FINC 655 Financial Management of the Firm or ACCT 500 Advanced Topics: Accounting and FINC 502 Advanced Topics: Finance.

GSBM 550 Professional English Communication Skills for Pre-Graduate Students (0)

The course, taken prior to enrollment in the Full-Time program, immerses students in the language and culture of the American professional business environment. The course includes preparation for and practice in conversational skills, critical reading and analysis of graduate-level material, note-taking skills, verbal skills in team interaction and presentations, and writing professional business documents. The course includes individualized assessments and assignments based on need, one-on-one conferences, and interactive sessions that model the graduate business class protocol. The course is graded credit or no credit.

GSBM 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.)

GSBM 585 Global Business Integration (0)

The purpose of this course is to prepare students to live and conduct business internationally by providing the skills to study and research important social, cultural, and economic norms and intercultural differences around the world. This course will also provide students with the opportunity to study the language of the destination country with an online language component. This course is a prerequisite to the student studying abroad. This course is graded credit or no credit.

GSBM 590 Integration Seminar (0-2)

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.

GSBM 670J Integration in Business Operations (1)

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. Prerequisite/co-requisite: FINC 502: Advanced Topics: Finance

GSBM 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: ACCT 652 Accounting Information and Control Systems; BSCI 650 Personal and Leadership Development Workshop; BSCI 607 Personal Development for Leadership or BSCI 651 Behavior in Organizations; DESC 656 Quantitative Analysis for Business Operations; DESC 656 Quantitative Analysis for Business Operations or DESC/ISTM 669 IT-Enabled Process and Decision Support in New Ventures; ECNM 657 Prices, Profit, and the Market Economy or MKTG 658 Marketing Management; and FINC 655 Financial Management of the Firm.

GSBM 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: ACCT 652 Accounting Information and Control Systems; BSCI 650 Personal and Leadership Development Workshop; BSCI 651 Behavior in Organizations; DESC 656 Quantitative Analysis for Business Operations; and ECNM 657 Prices, Profit, and the Market Economy or MKTG 658 Marketing Management; and FINC 655 Financial Management of the Firm.

GSBM 675 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 course is designed to prepare managers who expect to have to present information 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.

GSBM 680 TEC: The Executive Committee (0)

TEC is an elective course designed to promote personal development, strategic interpersonal relationship development and leadership skills in order to prepare selected individuals for the challenges faced in many areas of life during a career of corporate leadership. The course is set up as a series of 6 individual and 6 group meetings in which selected students will meet one-on-one with the instructor for 50 minutes and also participate in 3-hour executive speaker presentations and 3-hour executive group sessions. This course is graded credit or no credit.

GSBM 690 IMBA Study Abroad (0-16)

The purpose of this course is to enable IMBA students to enroll in courses at a partner university and gain an understanding of business dynamics within another culture in the unique environment of a university abroad. When the courses are completed at the partner university, their designations will appear on the transcript. This course is graded credit or no credit. Prerequisite: GSBM 585 Global Business Integration.

GSBM 691 Study Abroad (0-16)

This course designation pertains to individual courses taken at a partner university abroad in conjunction with the Full-time graduate 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 is graded credit or no credit.

GSBM 692 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 conclusions and recommendations based upon the subject matter of the course. This course may be repeated.

GSBM 693 Global Business Intensive (1-4)

Hosted by partner schools abroad, Global Business Intensive 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.

GSBM 694 G3: Going Global with Graziadio - Global Business Development Practicum (2)

Conducting business has become an increasingly international exercise. As a consequence, business executives must understand the key differences in the economic, market, and competitive environment; cultural and behavioral norms; legal and taxation systems; and the consequent impacts on conducting effective business practices in global markets. This course is intended to provide students with the opportunity to develop a comprehensive understanding of how to identify and validate a potential global market for a client organization's products/services and to develop a comprehensive plan for pursuing this export market. Prerequisites: ACCT 652 Accounting Information and Control Systems; BSCI 607 Personal Development for Leadership or BSCI 651 Behavior in Organizations; DESC 656 Quantitative Analysis for Business Operations or DESC/ISTM 669 IT-Enabled Process and Decision Support in New Ventures; ECNM 657 Prices, Profit, and the Market Economy; MKTG 658 Marketing Management; and FINC 655 Financial Management of the Firm.

GSBM 695 Internship (0-8)

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.

GSBM 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. This course is graded credit or no credit.

GSBM 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.

GSBM 698 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. This course may be repeated as content changes.

GSBM 699 Graduate Directed Instruction (1-4)

Directed instruction is based on guided reading and independent research, supervised by one member of the faculty. Directed instruction must be petitioned and approved prior to enrollment.

ISTM 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.

ISTM 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: ISTM 603 Information Resources and Technology or equivalent.

ISTM 623 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. Prerequisites: Full-Time—ISTM 613 Technology

and Operations Management. Fully Employed—ISTM 654 Information and Process Systems.

ISTM 625 Innovation and Knowledge Management (2)

The purpose of this course is to provide students with the conceptual frameworks, methodologies, and skills to manage knowledge and intellectual capital resources to achieve organizational learning and innovation. The course will explore the various stages of knowledge management from data and knowledge capture to validation, archiving, retrieval, dissemination and use, and the roles of emerging information and communications technologies in supporting these activities. The course will also cover the importance of learning and innovation in increasing operational and individual performance and as sources of competitive advantage. Prerequisites: Full-Time—ISTM 613 Technology and Operations Management. Fully Employed—ISTM 654 Information and Process Systems.

ISTM 627 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 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 and information use. Prerequisites: Full-Time—ISTM 613 Technology and Operations Management. Fully Employed—ISTM 654 Information and Process Systems.

ISTM 628 Technology for Start-ups and Small Business (2)

This course focuses on the nature and management of information technologies used by 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 information technology must evolve to enable small business to achieve strategic goals from start-up through expansion. Students will be expected to contribute to the community of knowledge by sharing their experience and identifying interesting problems and solutions. Topics will include 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. Prerequisites: Full-Time—ISTM 613 Technology and Operations Management. Fully Employed—ISTM 654 Information and Process Systems.

ISTM 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.

ISTM 660 Business Analytics and Intelligence (2)

Business Analytics and Intelligence (BA & I) empowers organizations to anticipate and shape business outcomes through data integration, analysis, and delivery. Enabled by increasingly potent enterprise infrastructure, companies must analyze massive volumes of constantly changing, multi-structured “big data” to remain competitive in the global marketplace. By employing Business Analytics and Intelligence, companies of all sizes leverage these resources to support evidence based decision making, stimulate business process optimization, sustain competitive advantage, and create integrated, organization-wide solutions to complex business problems. This course introduces techniques to transform data into business intelligence and to use analytics to create business value. Students will acquire the knowledge required to develop solutions to real-world problems through a combination of readings, case studies, applied projects, technology demonstrations, guest lecturers and assignments to analyze and interpret real data. Typical topics may include data mining, data dimension reduction, predictive analytics, data visualization, and coverage of Enterprise Information Strategy, master data management, business intelligence systems, and collective intelligence. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 661 Enterprise Architecture and Infrastructure Management (2)

In a global business environment, managers must understand the alignment of technology and business functions. There is increasing emphasis on managing enterprise architecture and infrastructure from the perspectives of business enablement, business continuity and risk management. Today’s corporate technology environments are exceedingly complex, involving challenging portfolios of inflexible legacy systems and dynamic mobile applications that span on-premise and cloud installations. Together, these are causing IT systems management focus to shift from “develop and operate” to “source and deploy.” Organizations need systematic approaches for integrating diverse functional areas into a holistic, application-and data focused enterprise-wide digital platform for supporting the business. This goal will cover the areas of Enterprise Architecture and Infrastructure Management as essential approaches for the development of coherent, robust, efficient and agile enterprise digital platforms. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 662 DIIS Project and Program Management (2)

The DIIS Project and Program Management course is intended to develop student understanding of the complexities within and interdependence between DIIS projects and to develop their abilities to successfully manage DIIS projects toward successful realization and intended business benefits. The course will provide students with the techniques, tools and managerial competencies to manage individual DIIS projects and the requisite insights and approaches to manage a portfolio of projects into a coherent program of innovation. Topics covered will include IS and digital innovation project planning, business case development, cost and risk management assessment, global sourcing and vendor management, portfolio management, team leadership, change management, post-implementation review, and program/portfolio management. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 663 Managing DIIS Security, Privacy, 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. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 664 Business Process Analysis and Innovation (2)

In this course students will be introduced to key concepts and approaches to business process analysis and improvement. The main focus of this course is both understanding and designing business processes that accomplish specific desired outcomes. Students will learn how to identify, document, model, assess, and improve core business processes. Students will be introduced to process design principles. The way in which information technology can be used to manage, transform, and improve business processes is discussed. Students will be exposed to challenges and approaches to organizational change, domestic and offshore outsourcing, and inter-organizational processes. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 665 Digital Innovation and Strategic Transformation (2)

In this new digital age, firms must increasingly turn their attention to the technological developments that shape their business strategy and competitive position. E-commerce, cloud computing, and mobile technologies

are transforming the way businesses operate in many industries. At the same time, managers must be alert to the external forces that shape their IT innovations. The increasing complexity for firms to compete in this dynamic environment offers opportunities, but it also comes with significant risks. In this course, students will develop a deep understanding of these strategic issues surrounding IT innovation, and how they shape IT investment decisions. In addition, it examines ways in which IS managers can employ leading practices to integrate information systems and business strategy. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 667 Digital Innovational and Information Systems Applied Research Project (2)

This directed research project provides students with an opportunity to develop a comprehensive understanding of theory and practice related to digital innovation and information systems management within a particular functional area or industry, thereby enabling students to acquire deep knowledge of a DIIS topic of personal interest. Students will complete an applied research project that seeks to inform contemporary business practice. The practice-oriented research project will be informed by assigned readings and completed by under the supervision of a faculty advisor. Prior to registration, the student must prepare a research proposal for review and approval by at least two ISTM faculty. If the research proposal is approved, a faculty advisor will be assigned who will identify an appropriate set of readings to guide the research study. The student will undertake the proposed research, then prepare and submit a comprehensive research paper. Pre-requisites: Full-Time—ISTM 603 Information Resources and Technology. Fully-Employed—ISTM 654 Information and Process Systems.

ISTM 669 IT-Enabled Process and Decision Support in New Ventures (2)

This course addresses the IT systems and quantitative decision analysis necessary to support new ventures. The courses focuses on the potential role of IT in enabling new business ventures to achieve their strategic goals and on the quantitative analysis skills required to support effective decision-making. The unique challenges faced by new ventures and small businesses in the areas of IT and decision-making support are addressed throughout the course, in particular information, process and decision system availability, cost, accessibility, and scalability. Topics will include small business technology and systems, quantitative analysis, web-based business, project management, business intelligence, and decision analysis.

LEGL 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.

LEGL 617 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: LEGL 616 Managing Within the Legal, Ethical, and Governmental Environment.

LEGL 625 Public Company Law and Ethics: From IPO to Going Private (2)

This course is designed for students preparing for a career in the public company context. Instruction provides a survey of significant law and regulations that impact public companies. All major stages of the public company are covered—from the initial public offering through the going private transaction. Instruction balances legal study with real-world application through issue spotting and analysis of relevant case studies. Guest speakers from local companies will also reinforce the course's key concepts through their practical experience.

LEGL 630 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: LEGL 616 Managing Within the Legal, Ethical, and Governmental Environment.

LEGL 631 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.

LEGL 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.

LEGL 668 Legal Aspects of Entrepreneurship (2)

In this course, students will examine the nature of entrepreneurship from a legal perspective. During the course, students examine the linkages between entrepreneurship and the law and how to provide effective legal representation to small business entrepreneurs on transactional and regulatory matters. Students will learn the essential legal frameworks for success in new venture creation, intellectual property protection, corporate governance, and contracts. Also, students will develop an understanding of the potential consequences of failure to address these issues. Topics will include legal issues related to choice of corporate entity, venture capital, financing the venture, intellectual property, obligations in relation to financial statements, and regulatory and tax issues.

LEGL 673 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. Prerequisites: LEGL 503 Advanced Topics: Law or LEGL 653 Political, Regulatory, Ethical, and Legal Issues of Business.

LEGL 675 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. Prerequisites: LEGL 503 Advanced Topics: Law or LEGL 653 Political, Regulatory, Ethical, and Legal Issues of Business.

LEGL 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.

MKTG 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 MKTG 615 Marketing.

MKTG 610 Marketing Consulting (E2B) (2)

Underscoring a focus on practical and relevant, this course is designed to provide students with real-world 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: MKTG 605 Marketing Management or MKTG 615 Marketing.

MKTG 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.

MKTG 615A Marketing Essentials (2)

Marketing Essentials 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. This course is the first in a two-part series that examines buyer behavior, marketing research, and marketing information from a managerial perspective and is designed to enable you to organize, integrate, and extend your understanding of marketing. This will be accomplished by pulling together the materials from the marketing curriculum through the practical application of marketing concepts to business problems (via popular press articles, live and published case studies, and students' employment experiences). This course is designed for those considering or pursuing a Marketing concentration. Post-requisite: MKTG 615B Advanced Marketing Essentials.

MKTG 615B Advanced Marketing Essentials (2)

Advanced Marketing Essentials continues the analysis of the environment relevant to the creation and distribution of goods and services. This environment includes the global, ethical, political, social, legal, and regulatory issues. This course is the second in a two-part series that examines buyer behavior, marketing research, and marketing information from a managerial perspective and is designed to enable you to organize, integrate, and extend your understanding of marketing. This will be accomplished by pulling together the materials from the marketing curriculum through the practical application of marketing concepts to business problems (via popular press articles, live and published case studies, and students' employment experiences). The key deliverable at the session's end is a marketing plan. This course is designed for those considering or pursuing a Marketing concentration. Prerequisite: MKTG 615a Marketing Essentials.

MKTG 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.

MKTG 660 Services Marketing (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: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management.

MKTG 661 Product Innovation and Management (2)

This course is designed to help students deepen their understanding of product innovation and development. In the course the student will be exposed to identifying, developing, and commercializing new products as well as modification of existing products and new products. There will be a focus on the diverse processes of product teams. The curriculum will seek to develop students' critical thinking, decision-making skills, and creativity as needed for successful product development. Prerequisite: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management.

MKTG 662 Marketing Communications (2)

This course expands upon the student's understanding of marketing communications by emphasizing the role of the integrated marketing communications (IMC) program in both building and maintaining the brand image and health of an organization. The student will study the process by which IMC programs are planned, developed, and executed through exposure to the various IMC tools used in contemporary marketing such as advertising, direct marketing, Internet and interactive marketing, sales promotion, publicity and PR, events, and internal marketing efforts. The balance between the theoretical and practical aspects of IMC make this course relevant to those interested in careers in promotion or product/service marketing management. Prerequisite: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management.

MKTG 663 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: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management.

MKTG 664 Marketing Consulting (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: MKTG 658 Marketing Management.

MKTG 665 Marketing Small Businesses (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 venture's products, the use of marketing concepts in efforts to attract financial and human resources will be explored. Prerequisite: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management. NOTE: ENTR 665 may be substituted for MKTG 665 and vice versa. However, students should be aware that the specific focus and deliverables of these two courses are substantially different from one another.

MKTG 667 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. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 668 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: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 669 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: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 670 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. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 671 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: Full-Time—MKTG 605 Marketing Management, MKTG 615 Marketing, or MKTG 615B Advanced Marketing Essentials. Fully Employed—MKTG 658 Marketing Management.

MKTG 673 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. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 674 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. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 676 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. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 677 Consumer Behavior (2)

Consumer behavior lies at the crossroads of the marketing, psychology, economics, and anthropology disciplines. This course will examine 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 will also be included, and the application of this discipline to business-to-business settings will be addressed. Prerequisites: MKTG 605 Marketing Management, MKTG 615 Marketing, MKTG 615B Advanced Marketing Essentials, or MKTG 658 Marketing Management.

MKTG 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.

OTMT 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.

OTMT 617 Leadership Theory and Practice (2)

Leadership is a multifaceted and even controversial topic, still, it remains one of the most studied and least understood of human endeavors. While leadership appears critical for organizational success, especially in the hyper competitive global world of the 21st Century, the topic of leadership raises several important questions for consideration: What is leadership? Who has it? Where does leadership come from? What are the theories of leadership? Do leaders differ from managers? How can one become a more effective leader? This course explores the major theories and approaches of leadership to prepare individuals to understand, develop, and accept complex leadership roles. This course seeks to bridge leadership concepts to leadership actions by applying leadership theory to case situations.

OTMT 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: OTMT 608 Theories and Models of Organization.

OTMT 630 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.

OTMT 632 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 resources 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.

OTMT 634 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.

OTMT 635 Management Consulting—Practice and Profession (2)

The course will begin with an introduction to the consulting industry and acquiring an understanding of the business model, especially the profit model for larger global firms. The consulting life cycle, starting from the sales and marketing, scoping, proposal, project delivery, client communication, and engagement wrap-up will comprise the remainder of the course. Course work will be done in teams and the modus operandi will be that of “action.” Students will be given opportunities to write proposals, conduct presentations, prepare project plans, and participate in role plays. Cases and course readings will help provide context-sensitive material to the topics in the class.

OTMT 641 The Role of Business in Society (2)

This course will prepare tomorrow’s business leaders to meet the challenges and competitive opportunities of today’s global economy and marketplace by exploring the intersection of culture, business strategy, shareholder return, and social issues. Discussions will cover a range of topics including the role of business in society, sustainable business models, and leadership competencies. Learning activities will require students to be actively involved as they will be modeled on the range of experiences business leaders face in today’s dynamic and diverse corporate cultures.

OTMT 643 Acquiring Wealth, Power, and Success, Morally and Ethically (2)

This course examines how financial wealth, success, and power can be acquired and maintained through moral and ethical means. While definitions of these terms will be explored, the course does not seek to define them for the individual student, but rather to help the student develop the analytical skills necessary to evaluate the choices and consequences that will ultimately define his or her life experience. This is a seminar involving rigorous classroom discussion and critical thinking exercises that analyze real-life experiences of both contemporary and historical figures and of the students themselves.

OTMT 644 SEER Metrics: Defining and Communicating (2)

Sustainability initiatives are important measures for assessing progress and furthering business development, but true sustainability is about more than just the number of initiatives undertaken by a company. Long-term sustainability requires consideration in every business decision and ensuring that measures

flow from core capabilities rather than sustainability operating as a separate, isolated concept. This course will provide an opportunity to grapple with the challenges of defining sustainability and accurately yet equitably assessing progress according to appropriate sustainability metrics. Students will use case studies to learn how to define institutional sustainability through company-specific parameters and metrics. The resulting definition will guide goals and objectives that result in accurate prioritization and recommendation of future sustainability initiatives.

OTMT 650A Leadership and Self (1)

This opening 2.5-day residential workshop takes place prior to the start of the first trimester of the MSML program. During the module, 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 will be formed, and these anchor groups will complete the two-trimester “Education to Community” project together (see OTMT 650B and 650B). Completion of this course is required for continuation in the program. This course is graded credit or no credit.

OTMT 650B Leadership of Teams (2)

Leadership, groups, and systems are explored through theoretical and experiential approaches to developing team capacities. Topics include creating powerful teams; systems alignment; feedback; and interdependencies of personal, team, and leadership processes and 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: OTMT 650A Leadership and Self, OTMT 670 Advanced Principles of Organizations and Leadership, BSCI 650 Personal and Leadership Development Workshop, BSCI 651 Behavior in Organizations.

OTMT 650C 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. The course explores the concept of organizations as systems and examines systems theories. 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. Note: OTMT 672 and OTMT 650C must be taken in consecutive trimesters. Prerequisites: OTMT 650A Leadership and Self, OTMT 670 Advanced Principles of Organization and Leadership, BSCI 650 Personal and Leadership Development Workshop, BSCI 651 Behavior in Organizations, OTMT 672 Organizational Dynamics and Managing Change.

OTMT 670 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. Prerequisite: BSCI 651 Behavior in Organizations.

OTMT 671 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 assignments.

OTMT 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.

OTMT 673 Managing Creativity & Innovation (2)

A recent IBM survey of more than 1500 CEOs worldwide revealed that creativity was identified as the number one leadership competency of the successful enterprise of the future. This course focuses on creativity—the ability to generate new ideas—and innovation—the ability to put new ideas to use. Starting with the premise that creativity can be managed, this course explores methods for managing personal creativity and organizational innovation.

OTMT 678 Managerial 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.

OTMT 680 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.

STGY 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.

STGY 620 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.

STGY 640 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.

STGY 645 Responsible Business Practice Capstone (2)

This course examines multidisciplinary values such as environmental stewardship, corporate citizenship, product/service excellence, and financial strength. Students are required to integrate these four values in building a blueprint for business sustainability. The course is taught from a practitioner's point of view utilizing a combination of case studies, current media, and guest speakers. The capstone project requires students to work collaboratively in preparing a business plan that will be presented to a panel of distinguished business entrepreneurs.

STGY 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. This course is taken in conjunction with STGY 670C Integration in Business Operations: Strategic Management. Prerequisites: FINC 655 Financial Management of the Firm, MKTG 658 Marketing Management, and GSBM 670X Integration in Business Operations or GSBM 670J Integration in Business Operations for MBAJ students.

STGY 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 STGY 659 Strategic Management. This course is graded credit or no credit.

EXECUTIVE MBA



The Graziadio School's Executive MBA targets executives with courses designed to leverage real-world experience with theory and direct application.

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 10 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 class cohort 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 engage in 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 and advance responsible 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. Two successful interviews are required: a preliminary interview with an executive programs representative and a final interview with an Executive MBA professor.
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. 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 1 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 for Students.”

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.

Leave of Absence

Students may petition the Executive Program Committee for a leave of absence. The leave of absence petition must be submitted prior to the beginning of the term the student is requesting, stating the reasons for the leave and the projected time of return. Leaves of absence are limited to three years from the date of leave, after which time the student must reapply to the program. Degree work in the EMBA program must be completed within five years from the date the student is originally enrolled in the EMBA program. 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, unless the student is on an approved leave of absence.

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 681	Applied Strategic Project I.....	(1)
MBAA 690	Contemporary Legal, Regulatory, and Ethical Issues in Business.....	(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 Strategic 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 Strategic Project III.....	(1)

Trimester IV: Strategic Marketing and Global Business

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 Strategic 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	Applied Strategic Project V.....	(2)

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

Trimester VI

MBAA 686	Applied Strategic Project VI.....	(1)
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Trimester VII

MBAA 687	Applied Strategic Project VII.....	(1)
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Trimester VIII

MBAA 688	Applied Strategic Project VIII.....	(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 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 681 Applied Strategic Project I (1)

The Applied Strategic 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 strategic 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.

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. Student 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.

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)

Decision support systems (DSS) are powerful tools for improving the productivity of an organization and are integral to the process of developing a strategic plan. Conceptual and practical methods of using decision support systems will be explored to provide tools for analytical and creative decision making, problem solving, and planning. Students explore theoretical and practical modern decision systems and examine both quantitative and creative methods for making decisions. Topics include general systems theory, critical success factors, balanced scorecards, research methods, techniques for assessing the internal environment, and forecasting methods.

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 will also 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 Strategic Project II (1)

The Applied Strategic 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 strategic 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 Strategic Project III (1)

The Applied Strategic 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 strategic 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 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 Strategic Project IV (1)

The Applied Strategic 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 strategic 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, the strategic management simulation, and the 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 entrepreneurs 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 Strategic Project V (2)

The Applied Strategic Project V 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 strategic 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 Applied Strategic Project VI (1)

If needed, students continue work on Applied Strategic Project V until completed.

MBAA 687 Applied Strategic Project VII (1)

If needed, students continue work on Applied Strategic Project V until completed.

MBAA 688 Applied Strategic Project VIII (1)

If needed, students continue work on Applied Strategic Project V until completed.

MBAA 699 Graduate Directed Instruction (1-4)

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

MBA FOR PRESIDENTS AND KEY EXECUTIVES



The PKE program focuses on engaging dialog between students and their professors, while building strong relationships between the students in each cohort.

The Presidents and Key Executives (PKE) MBA 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

- Lead effectively 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 customer and stakeholder needs.
- Integrate the individual and learning community experiences of the PKE program for leadership effectiveness in business, community, and life.

This 15-month program usually meets on one Friday and Saturday every three to four weeks from 8 a.m. to 5 p.m., but some sessions also meet on Thursdays from 2:30 p.m. to 8:30 p.m. Class size is kept small (about 15 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, so their calendars should be cleared in order to avoid any absences. In special hardship circumstances, participants may seek permission from the PKE Program Committee to complete their studies with a subsequent class.

PKE MBA Program Content Outline

The PKE 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 15-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 with the cohort throughout the entire program.

The Class Advisor

This sixth faculty member attends all class sessions throughout the 15-month period and provides continuity throughout the program. The class advisor assures that appropriate preparation and progress are maintained by meeting with individuals and learning teams between 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.

The Effective Executive Workshop

Each PKE 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 central thrust of the workshop is the enhancing of each student's competence in the essential executive leadership processes of influence and facilitation. These emphases become evident through the debriefing of a series of case analyses and team problem-solving tasks. The workshop builds a learning community among the students by developing 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 examine and learn from their own behavior and the behavior of others in the class.

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.

Students must fully complete the content for each module of the strategic management project to the satisfaction of that module's professor prior to being allowed to attend classes in the subsequent module. If this requirement is not met, the student will be placed on a mandatory leave of absence from the program until the module's work is completed. At that time, the student will request that the PKE Program Committee allow him or her to reenter the program with a subsequent PKE cohort.

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 15-month PKE experience and often continue to meet after graduation.

PKE 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, 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 a special event 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 a variety of analytical tools designed to enhance profitability, cash flow, and valuation. Central throughout this theme will be consideration of the ethical issues faced while responding to the interests of multiple stakeholders, including 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—the 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 PKE 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 PKE 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 PKE 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 PKE 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 10 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 successful interviews are required: a preliminary interview with an executive programs representative and a final interview with a PKE MBA professor.
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. 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. 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 PKE MBA Students

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 PKE Program 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 PKE Program Committee regardless of academic standing. Courses in this program are graded on a credit or no credit basis, and there is not an option to be graded with letter grades ("A," "B," "C," "D," or "F").

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 seven trimesters. On completion of the fourth trimester, leaves are not permitted; a student must be enrolled continuously until the program is completed. Registration is for 1 unit each in the fifth, sixth, and seventh trimesters, if additional time beyond completion of the course work is needed to complete the research project.

For the Project Seminar course, a student receiving a grade of "I" (incomplete) in any of the first three trimesters must change the "I" grade to a "CR" (credit) grade prior to the first class session of the ensuing trimester. If this requirement

is not met, the student must take a mandatory leave of absence from the program until the “I” has been changed to a “CR” grade. Once the “I” grade has been changed, the student will join a new cohort at the stage in the program that matches when the initial leave of absence was taken. If a student receives an “I” grade in the fourth trimester, he or she must complete the requirements to change that grade to a “CR” grade by the seventh trimester. If the project is not completed by the seventh trimester from initial enrollment, the “I” grade will automatically default to “NC” (no credit). Students will not be allowed to graduate from the program until all “I” grades have been changed to “CR” grades.

Leave of Absence

Students may petition the PKE Program Committee for a leave of absence. The leave of absence petition must be submitted prior to the beginning of the term the student is requesting, stating the reasons for the leave and the projected time of return. Leaves of absence are limited to three years from the date of leave, after which time the student must reapply to the program. Degree work in the PKE program must be completed within five years from the date the student is originally enrolled in the PKE program. 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, unless the student is on an approved leave of absence.

Course Requirements for the PKE MBA

The PKE 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 613	Organizational Ethics.....	(2)
MBAK 672	Project Seminar.....	(4)

Trimester III

MBAK 631	Integrated Financial and Managerial Accounting Systems ..	(2)
MBAK 632	Resource Acquisition and Allocation	(4)
MBAK 641	Modeling the Customer Value Chain.....	(2)
MBAK 642	Building Market-Driven Organizations	(4)
MBAK 673	Project Seminar.....	(2)

Trimester IV

MBAK 676	International Session.....	(2)
MBAK 651	Strategic Thinking	(2)
MBAK 652	Generating and Analyzing Strategic Options	(4)
MBAK 661	Implementing Strategic Decisions	(2)
MBAK 674	Project Seminar.....	(2)
MBAK 675	Project Seminar.....	(2)

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

Trimester V

MBAK 677	Project Seminar.....	(1)
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Trimester VI

MBAK 678	Project Seminar.....	(1)
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Trimester VII

MBAK 679	Project Seminar.....	(1)
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Course Descriptions for the PKE 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, sociocultural, 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 Project Seminar (1)

If needed, students continue work on the strategic project until completed.

MBAK 678 Project Seminar (1)

If needed, students continue work on the strategic project until completed.

MBAK 679 Project Seminar (1)

If needed, students continue work on the strategic project until completed.



Presidents and Key Executive MBA students take a break to appreciate the beauty of the Drescher Campus in Malibu.

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-trimester 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 once per trimester in intensive residential sessions that provide a highly interactive learning environment. Each course is preceded by a preparatory foundations course that introduces primary subject matter and establishes the theoretical and practical foundation upon which the intensive face-to-face courses are built. Six 8- to 10-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 electronically with a \$100 nonrefundable check made payable to Pepperdine University.

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; as 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.

Additionally

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. The Graziadio School reserves the right to require an applicant to attain an acceptable score on the Miller Analogies Test (MAT), the Graduate Management Admission Test (GMAT), or the Graduate Record Examination (GRE).
4. All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:

- Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
 - Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
 - International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.
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.

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.

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 first 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 and a 4-unit applied research project, successfully passing the final comprehensive exam, and completing a personal learning contract are necessary for graduation. While it is expected that all requirements for graduation will be completed by the sixth trimester, students who are not yet finished will be enrolled in the project extension course unless they have petitioned the MSOD Program Committee for a leave of absence. The leave of absence petition must be submitted prior to the beginning of the term the student is requesting, stating the reasons for the leave and the projected time of return. Degree work in the MSOD program must be completed within four 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, unless the student is on an approved leave of absence. The student must be enrolled in a course during the term he or she expects to graduate. 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 Requirements for the MSOD

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

Trimester I

- MSOD 611 Foundations and Orientation to Organization Development.. (2)
 MSOD 612 Intensive 1: Individual Development and Change..... (4)

Trimester II

- MSOD 613 Foundations of Organization Theory and Consulting (2)
 MSOD 614 Small Systems Assessment and Change (4)

Trimester III

- MSOD 615 Foundations of Culture and Globalization (2)
 MSOD 616 Practicum 1: Practitioner as Global Citizen (4)
 (International Location)
 MSOD 630 Action Research and Evaluation in
 Organization Development..... (2)

Trimester IV

- MSOD 617 Foundations of Large Systems (2)
 MSOD 618 Practicum 2: International OD and
 Large-Scale Systems Change (6)
 (International Location)

Trimester V

- MSOD 619 Foundations of Collaboration..... (2)
 MSOD 620 Trans-Organizational Systems and Strategies (6)
 (International Location)

Trimester VI

- MSOD 621 Integration and the Future of Organization Development... (2)
 MSOD 631 Applied Research Project (2)

Trimester VII-XII

- MSOD 632–637 Applied Research Project..... (1)

Course Descriptions for the MSOD

MSOD 611 Foundations and Orientation to Organization Development (2)

This course orients students to the expectations of the MSOD program and provides an overview of the main theories and thought leaders in the field of organizational development. This course establishes the foundations of organizational development: the fundamental principles, values, and aspirations of positive change effort. Students will engage with each other and with faculty using a variety of virtual learning platforms.

MSOD 612 Intensive I: Individual Development and Change (4)

This course introduces one of the hallmarks of the Pepperdine Master of Science degree in Organization Development, that of understanding the role of ongoing personal development in sustainable strategic change and in the dynamics of consulting. Developing one's whole self as an "instrument of change" requires a sophisticated understanding of the dynamics of human learning and development. Course content and experiential activities use principles from the interdisciplinary framework of interpersonal neurobiology (IPNB). At the end of this session, students will have embodied a process for fostering ongoing self-awareness, insight, and action in service of personal well-being and professional effectiveness. The values-based curriculum demands a commitment to one's own personal learning as well as a commitment to the learning of others. This foundation provides a base upon which the practitioner then learns the additional theory and skills to make substantive professional contributions to the implementation of substantive strategic change—change toward higher performance at all levels, including a consideration of the human, environmental, social, and economic impact of the change.

MSOD 613 Foundations of Organization Theory and Consulting (2)

The purpose of this course is to introduce concepts and theories related to the broad field of organization theory. Adopting an open systems perspective, organization theory explains the relations among organization environments, strategy, organization design, groups, technology, and culture and effectiveness. Students are expected to reflect on their performance and learning in Intensive 1 as a contribution to their point-of-view portfolio, integrate those learnings into the frameworks explored in this course, and mobilize for class and field assignments in Intensive 2.

MSOD 614 Small Systems Assessment and Change (4)

Definitions and improvements of group, intergroup, and interpersonal effectiveness are the focus of this course. Assessment methods for performance in small systems and intervention methods for creating and managing change in these systems are also covered. Specific topics include group dynamics, team development, organization design, performance coaching, conflict resolution, team and intergroup development, consulting skills, and systems assessment skills.

MSOD 615 Foundations of Culture and Globalization (2)

The purpose of this course is to introduce concepts and theories related to globalization and culture. As organizations prepare for conducting business in the 21st century, their people need the ability to traverse organizational and country boundaries. Students prepare for their first international session by addressing culture and its dimensions from three levels: the family culture, the country culture and the organization's culture. Cross-cultural interactions are anticipated and the challenges inherent in working in countries other than one's own are identified. Students are expected to reflect on their performance and learning in Intensive 2 as a contribution to their point-of-view portfolio, integrate those leanings into the cultural frameworks explored in this course, and mobilize for class and field assignments in Practicum 1.

MSOD 616 Practicum 1: Practitioner as Global Citizen (4)

The skills and knowledge required for a global practitioner of change is the focus of this course. It extends the fundamental principles and skills of organization development by utilizing an unfamiliar cultural environment to leverage understanding of the "self as an instrument of change," develop cross-cultural skills, and hone research skills. Basic principles of anthropology, sociology, political science, economics, and psychology are explored as foundational theories to organization development. Topics include culture of origin, cross-cultural awareness of attributes that align or create stress, dynamics of conducting research in a non-native land. Working with local experts, students ascertain the merits of investment in primary industries in the region. Researching various functions and trends, such as environmental sustainability or virtual workforces, students determine their status as possible benchmarks for other countries or organizations to emulate. A focus on the students' personal and professional growth to become strong leaders of change culminates in the creation of a individualized model of cultural entry useful to traverse across countries and disparate organization cultures to become a global citizen to work in a broad array of work settings.

MSOD 617 Foundations of Large Systems (2)

The purpose of this course is to introduce concepts and theories related to complexity and large systems. To achieve high performance, 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 designed an organization's strategic orientation. Building on the open systems perspective introduced earlier, this course extends the understanding of the relationship among organization environments, strategy, organization design, groups, technology, and culture and effectiveness. Students are expected to reflect on their performance and learning in Practicum 1 as a contribution to their point of view portfolio, integrate those learnings in the frameworks explored in this course, and mobilize for class and field assignments in Practicum 2.

MSOD 618 Practicum 2: International OD and Large-Scale Systems Change (6)

Building on Small Systems Assessment and Change, this course continues the focus on international situations and builds the capacity to manage planned

change accordingly. Recognizing that organizations exist in social, political, and economics environments that change rapidly and unpredictably, this course deals with planned change in an organization's strategy, organization design, and other large-scale and multi-organizational systems. Understanding that unpredictable and volatile environments can create significant impacts on organizations, this course places emphasis on the use of complexity and chaos theory as a means of navigating change in such environments. Assessments models, intervention theories, intervention design, survey and other data collection and analysis methods, planning of complex change, and political processes in complex systems are examined. Additionally, managing strategic reorientations, mergers and acquisitions, and technological change are considered. Finally large-scale interventions are explored including employee involvement, work design, organizational learning, trans-organization development, and effective use of large group dialogue methodologies.

MSOD 619 Foundations of Collaboration (2)

The purpose of this course is to introduce concepts and theories related to collaborations and other forms of trans-organization development. Continuing and expanding on the open systems and complexity perspectives developed earlier, collaborative systems describe the relationships, motivations, and drivers of effectiveness among organizations, governments, citizens, non-governmental organizations, and shared domains (e.g., poverty, climate change, water quality) of interest. Students are expected to reflect on their performance and learning in MSOD 618 International OD and Large-Scale Change as a contribution to their point-of-view portfolio, integrate those leanings into the framework explored in this course, and prepare for class and field assignments in MSOD 620 Trans-organization Systems and Strategies.

MSOD 620 Trans-Organizational Systems and Strategy (6)

A total systems approach to planned change is required to create optimal, lasting change among an ecosystem of participants. In this third project-oriented and international session we emphasize the development of ecosystems and network-oriented change strategies; the design, development, and sustenance of alliance and trans-organizational collaborations; and the integration of intervention methods for structural, human systems, managerial, cultural, and technological changes. There is an explicit interest in applying organization development technologies to issues of social and environmental sustainability.

MSOD 621 Integration and the Future of Organization Development (2)

This course integrates the entire MSOD curriculum, especially focusing on students' in-depth development and articulation of their own practice point-of-view and research regarding organization development. Current issues facing organizations in the planning and management of change and recent advances in organization development and change are discovered and discussed. Topics will emerge depending on the state of the field but may include topics like the impact of technological change and globalization on organization design and on how people work, the role of leadership in managing innovation and creativity,

sustainability, and processes of future research. The research and practice of organizational endings is presented and experienced.

MSOD 630 Action Research and Evaluation in Organization Development (2)

The concepts and methods of applied research and action research are covered in this course. The focus is on the philosophy of research, ethical issues in applied and action research, problem formulation, research design, sampling theory, data collection methods, data analysis, the interpretation of both quantitative and qualitative data, the organization and presentation of research findings, and report writing.

MSOD 631 Applied Research Project (2)

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 632 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

MSOD 633 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

MSOD 634 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

MSOD 635 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

MSOD 636 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

MSOD 637 Applied Research Project (1)

If additional time is needed to complete the MSOD project or other unfinished requirements, students may be enrolled in this course for up to six additional trimesters (one unit per trimester). Unless a student is on an approved leave of absence, continuous enrollment is required until completion of the project.

CORPORATE AND EXECUTIVE EDUCATION



The Graziadio School's corporate and executive education programs help managers update their skills and knowledge while also providing the opportunity to address their organization's specific strategic goals.

In addition to its nationally ranked business degree programs, the Graziadio School assists corporations and associations to develop value-based leaders by offering a growing selection of executive workshops and nondegree certificate programs. These programs can help business managers and executives update their skills and knowledge while also providing the opportunity to address an organization's specific strategic goals.

Certificate and Open Enrollment Programs for Individuals

In the spirit of the Graziadio School of Business and Management's commitment to lifelong learning and hallmarks emphasizing developing values-centered leaders, the Executive Education Department has developed unique program offerings that enrich managers' knowledge and skills while focusing on current topics and trends that will enhance their continued success in business. In these short, nondegree courses, participants experience Pepperdine faculty and curriculum while sharpening their business skills in an interactive environment. Many of the programs are based on topics and thought leadership unique to Pepperdine and are taught by both Pepperdine faculty and industry experts.

Individuals and organizations may choose from a menu of existing nondegree programs, such as the Certificate in Private Capital Markets, Certificate in Strategic Corporate Social Responsibility, or Online Executive Certificate in Financial Planning, to sharpen skills and address learning needs.

For more information on current Executive Education offerings, visit the website: bschool.pepperdine.edu/programs/executive-education or contact the Executive Education Department: execed@pepperdine.edu or (310) 568-5500.

Corporate Development Solutions

In a highly competitive global environment, there is an ever-increasing need for organizations to develop and train their employees. In addition to its nationally ranked business degree programs, the Graziadio School works with organizations to assess and design education solutions that are specific to each organization's needs. Pepperdine's world-class faculty and staff work with organizations across many industries to deliver training solutions that are a custom fit and drive results. The programs are designed with flexibility and consider the many demands facing executives today. Executive education offerings can be held on site at the organization or at one of Pepperdine's graduate campuses.

Organizations may choose from existing programs that can be tailored to fit their specific needs or leverage the deep expertise of the Graziadio School faculty to develop a custom-designed solution. Pepperdine faculty have significant experience in designing programs and integrating assessments,

executive coaching, projects, applied learning, and post-program activities into a development program to ensure participants are engaged and results are measurable. These programs can help business managers and executives update their skills and knowledge while also providing the opportunity to address an organization's specific strategic goals.

Examples of Custom Program Offerings and Training Sessions

Management and Leadership Topics

- Organizational Change and Development
- Leading Change
- Engaging and Developing People
- Organizational Design
- Developing and Leadership Effectiveness
- High-Performance Leadership
- Negotiation Strategies
- Evidence-Based Decision Making

Finance Topics

- Finance for Executives
- Mergers and Acquisitions
- Private Wealth Management
- Private Equity and Venture Capital
- Pricing Strategy and Tactics
- Finance Strategy

Strategy Topics

- Developing and Executing Successful Business Strategies
- Launching a New Business
- Building and Implementing Growth Strategies
- Operational Competitive Advantage
- Driving Profitability
- Driving Innovation

Other Topics and Programs

- Information Technology Essentials
- Marketing Strategy
- Corporate Governance
- International Business
- Partnering with International Universities and Groups to Host Programs





GENERAL
POLICIES
AND
PROCEDURES

◀ *From application through graduation, Graziadio School personnel provide counseling and assistance in all administrative and academic matters.*

ADMISSION INFORMATION



The Graziadio School seeks applicants who are committed to raising their managerial performance and enhancing their leadership 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

The Graziadio School undergraduate and graduate Application for Admission and complete instructions are available online at 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

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.

Technology Requirements

All students are expected to own or have access to a computer that may be used for class-related work. Students in on-ground programs should have access to a laptop computer with capability of Internet access that can be brought to class at the request of faculty. Students in online programs should own or have unlimited access to a desktop or laptop computer with the capability of broadband Internet access.

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.

The list below provides minimum requirements

PC Minimum Requirements

- Windows 7 Operating System (English version)
- Microsoft Office 2010 (with Outlook 2010)
- Intel core i3 processor, 2.4 GHz or faster
- 4 GB RAM
- 120 GB hard drive
- Integrated Ethernet (network) card
- Integrated wireless network card (minimum 802-11b)
- USB ports
- Flash drive
- DVD/RW drive

Recommended for PC

- Windows 7 SP1 Operating System
- Microsoft Office 2010 SP1
- Intel core i5 processor, 2.4 GHz or faster
- 8 GB RAM

- 250 GB hard drive
- 256 MB discrete video
- Integrated Ethernet (network) card
- Integrated wireless network card (802.11 b/g/n)
- USB ports
- DVD/RW or DVD/RW DL

Apple/MAC OSX 10.6 Minimum Requirements

- Microsoft Office 2011
- Intel dual core processor, 2.4 GHz or faster
- 4 GB RAM
- 128 MB discrete video
- 120 GB hard drive
- Integrated Ethernet (network) card
- Integrated wireless network card (minimum 802-11b)
- USB ports
- Flash drive
- DVD/RW drive

Recommended for Apple/MAC OSX 10.8

- Parallels or Bootcamp with Windows 7 SP1 and Microsoft Office 2010
- Microsoft Office 2011
- Intel core i5 processor, 2.4 GHz or faster
- 8 GB RAM
- 250 GB hard drive
- 256 MB discrete video
- Integrated Ethernet (network) card
- Integrated wireless network card (802.11 b/g/n)
- USB ports
- DVD/RW or DVD/RW DL

Word Processing, Spreadsheet, and PowerPoint® Proficiency

Students must demonstrate proficiency in word processing, spreadsheet, and presentation software within the first trimester of enrollment. Microsoft Office is supported and available for student use at graduate campus computer laboratories located in West Los Angeles, Irvine, Encino, and Westlake Village.

Admission of International Students

Since its founding, Pepperdine University has welcomed international students. International applicants must follow the regular admission policies in addition to the requirements below.

All international students whose first language is not English must submit scores on one of the following tests. Any student who earns a bachelor's degree from a United States college or university is exempt from this requirement. The bulleted list below contains test and contact information:

- Test of English as a Foreign Language (TOEFL). Contact: www.toefl.org or call (617) 671-2075.
- Pearson Test of English (PTE). Contact: usreco@pearson.com or call (323) 255-2771.
- International English Language Testing System (IELTS). Contact: www.ielts.org or call (609) 921-9000.

All students who are not citizens or permanent residents of the United States must submit an International Student Data form in conjunction with their Application for Admission. Evidence of financial support is required if a Form I-20, Certificate of Eligibility for Nonimmigrant (F-1) Student Status, is needed.

All international applicants are required to submit certified transcripts, in English, including a calculated grade point average that has been evaluated by a credentials service such as the International Education Research Foundation (IERF) at www.ierf.org or the World Education Services, Inc., at www.wes.org.

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, 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 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. 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 Office of Student Accounts can answer students' questions about current charges and other financial issues.

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 2013. 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	\$100
MSOD	\$100
Executive MBA and PKE MBA	\$100
MAT Test Fee	\$60
Enrollment Confirmation Deposit—New Students (nonrefundable; credited toward tuition and charges upon enrollment)	
Executive MBA and PKE MBA	\$2,000
MSOD	\$1,400

Tuition and Fees

BSM (per unit) ¹	\$1,142
Fully Employed Programs (per unit) ²	\$1,533
Full-Time Programs (flat rate per trimester, 10–18 units) ³	\$21,965
Prepaid First Trimester Full-Time MS Program	
Tuition (nonrefundable after July 1)	\$19,768.50
PKE MBA (flat rate per trimester, 10–14 units) ⁴	\$33,140
Executive MBA (flat rate per trimester, 8–12 units) ⁵	\$23,290
MSOD (flat rate per trimester, 4–8 units) ⁶	\$11,760
Communication Workshop Room and Board Fee—	
Full-Time Programs (nonrefundable) ⁷	\$1,000
Full-Time Graduate Business Programs SPLASH Fee ⁸	\$100
Malibu Graduate Business Society Activity Fee, per trimester (nonrefundable) ⁹	\$40
MSOD Nonresident Fee	\$400
Full-Time English Communication Skills Course ¹⁰	\$700

Room and Board Charges

Apartment Reservation Prepayment (nonrefundable) ¹¹	\$500
Drescher Graduate Campus Apartment Complex ¹²	
Single Room in Four-Bedroom Apartment (per trimester)	\$6,550
Married Student Apartment (per month).....	\$2,000

Other Charges (Nonrefundable)

Late Registration Fee	\$150
Withdrawal Fee	\$150
Auditing Fee, per class	\$100
Transcript Fee, per copy.....	\$5
Two-Payment Option Service Charge, per trimester	\$25
Three-Payment Option Service Charge, per trimester	\$50
Late Company Reimbursement Payment Fee (nonrefundable) ¹³	\$50
Finance Charge (per day) ¹⁴027%
Returned Check Charge	\$25
Overpayment Refund Fee	\$50

Footnotes:

1. BSM: Tuition includes communication workshop and graduation fees.
2. Fully Employed Programs: Tuition includes simulation software license and graduation fees.
3. Full-Time Programs: Includes 10–18 units of tuition per trimester and graduation fees. Per unit rate of \$1,533 applies to fewer than 10 units or more than 18 units. Full-Time Programs 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 \$1,533 per unit.
4. PKE MBA: Includes 10–14 units of tuition, workshop fees, food and lodging for the effective executive workshop, weekend class meals, books, graduation fee, and international trips (excluding airfare).

Students entering the program are required to submit a nonrefundable \$2,000 deposit to guarantee the right to register. This deposit will be credited toward the tuition and charges upon enrollment. Tuition will be charged at the flat rate of \$33,140 per trimester. Per unit rate of \$2,660 applies to fewer than 10 units or more than 14 units.

5. Executive MBA: Includes 8–12 units of tuition, workshop fees, food and lodging for the effective executive workshop, weekend class meals, books, graduation fee, and international trips (excluding airfare).

Students entering the program are required to submit a nonrefundable \$2,000 deposit to guarantee the right to register. This deposit will be credited toward the tuition upon enrollment. Tuition will be charged at the flat rate of \$23,290 per trimester. Per unit rate of \$2,330 applies to fewer than 8 units or more than 12 units.

6. MSOD: Includes 4–8 units of tuition and graduation fee. Students entering the program are required to submit a nonrefundable \$1,400 deposit to guarantee the right to register. This deposit will be credited toward tuition upon enrollment. Tuition will be charged at the flat rate of \$11,760 per trimester. Per unit rate of \$1,765 applies to fewer than 4 units or more than 8 units.

7. This fee may be paid in two phases: \$650 is due when the "Notice of Intent to Enroll" form is submitted. The remaining \$350 is due prior to new student orientation/registration; specific due dates will be included in admission materials.
8. 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.
9. Subject to change by referendum; applicable to all Full-Time Programs students.
10. GSBM 550 is required for students who need additional business English preparation.
11. Required with each housing contract entered into by all new and returning students to reserve apartment space; credited to apartment charges upon occupancy.
12. 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 \$2,000 per month. Married student housing is available on a limited basis and currently does not accommodate children.
13. Liquidated damages pursuant to Cal. Civ. Code §1671-b; charged when the company reimbursement payment deadline is missed.
14. Liquidated damages pursuant to Cal. Civ. Code §1671-b; assessed at .027 percent 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 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 in the section titled "Payment Options." 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.

Forms of Payment

The University will accept the following forms of payment in addition to financial aid and loans toward a student account balance: cash or checks drawn on a U.S. bank in U.S. dollars and wire payments (contact the Office of Student Accounts for information about where to send payment).

Electronic check (eCheck) payments may be made online through WaveNet by accessing the "Make A Payment" tab located on the Student Center. There is no service fee for an eCheck payment.

Paper checks should be made payable to Pepperdine University and must include the student's name and University-issued ID number. These checks may be taken to the Office of Student Accounts (located at the West Los Angeles campus) or mailed directly to the University:

Pepperdine University
Office of Student Accounts
24255 Pacific Coast Highway
Malibu, California 90263-7999

A fee will be assessed for each returned check. Repeated occurrences of returned checks will necessitate that future payments be made in cash or by cashier's check.

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 automatically with every charge or credit posted to the student account. The amount due will be available by viewing the student account online through WaveNet 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 so that the Office of Student Accounts receives payment 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.

Payment Terms

Tuition payment or tuition payment arrangements for each trimester should be made prior to the first due date.

Executive MBA and PKE Programs Deposit Payment Terms

Within 10 days of the student's acceptance, a \$2,000 nonrefundable deposit must be submitted to guarantee the right to register. This deposit will be credited toward the tuition for the first term upon enrollment. Tuition for each trimester is charged at the flat rate indicated under the "Current Charges" section of this catalog.

MSOD Program Deposit Payment Terms

Within 15 days of the student's acceptance, a \$1,400 nonrefundable deposit must be submitted to guarantee the right to register. This deposit will be credited toward the tuition for the first term upon enrollment. Tuition for each trimester is charged at the flat rate indicated under the "Current Charges" section of this catalog.

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 may 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. A nonrefundable service charge per trimester will be added to the student's account and is due with the first payment.

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 service charge per trimester 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. Deferment of tuition charges and fees due to company reimbursement does not create excess funds. Funds cannot be released until all institutional charges are paid. The student is responsible for payment to the University of the deferred amount by the due date. Payment must be received by the Office of Student Accounts on or before the due dates to avoid a nonrefundable \$50 late payment fee and finance charges at .027 percent 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 form to the Office of Student Accounts. This form must be received at least two weeks prior to the beginning of the term to ensure that it is processed prior to the first payment due date and finance charges do not accrue on the student account. The Company Reimbursement form may be obtained by contacting the Office of Student Accounts or downloading it from the Internet at bschool.pepperdine.edu/studentaccounts.

The Company Reimbursement form must be renewed annually by submitting a new form to the Office of Student Accounts prior to January 1 each year. A new form is also required if the student changes place of employment, experiences a change in company policy, withdraws, or does not enroll for a trimester.

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 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. The student should make arrangements, each trimester, that assure ultimate payment of all charges.

Students receiving or applying for financial aid are not eligible for company reimbursement deferment.

Company Reimbursement Payment Option Payment Due Dates

<u>Fall</u>	<u>Spring</u>	<u>Summer</u>
January 15	May 15	September 15

Overpayment Refund

Payments in excess of the amounts due the University may be rejected and returned to the payor. Students are responsible for accurate and timely

payments. Any overpayment amounts accepted by the University may be refunded at the end of the term with the student's written request. A \$50 processing fee will be deducted from the amount of the refund.

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 prior to the term start 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 that all charges are paid in full.

Additional information concerning financial aid may be found in the "Financial Aid" section of this catalog or on the Internet at 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, as of the official first day of the trimester, 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 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 Programs Refund Policy

Full-time programs 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 \$1,533 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. The prepaid first trimester Full-Time MS Program tuition is non refundable after the July 1 deadline and is not subject to the standard refund calculation policies described in the “Refund Policies” section of this catalog.

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 or failure to complete all registered courses during a trimester may result in loss of eligibility for the full amount of disbursed federal funds. The withdrawal date is the date the student officially notifies the respective Program Office regarding his or her withdrawal from the trimester or from the University. The Graziadio School returns unearned federal Title IV funds (Federal Direct 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.

Federal funds are returned in the following order: Federal Direct Unsubsidized Stafford, Federal Direct Subsidized Stafford, Federal Perkins Loan, Federal Direct PLUS and Graduate PLUS loans, Federal Pell Grant, and Federal Supplemental Educational Opportunity Grant. Additional information regarding return of financial aid funds may be obtained from the Office of Student Financial Services.

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 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 or through a Pepperdine e-mail account, to 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 10-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 aid 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, most government programs require students to be at least half time (6 units for undergraduate and 4 units for graduate students).

Financial aid recipients must maintain satisfactory academic progress (SAP) by

- Meeting the minimum grade point average required by the program.
- Completing all degree requirements within 150 percent of the maximum time frame described in the Academic Catalog and measured in attempted credit hours. (Examples: A minimum of 128 units is required for the BSM program. The maximum time frame for students in this program is 192 attempted credit hours. A minimum of 52 units is required for the Fully Employed MBA Program. The maximum time frame for this program is 78 attempted credit hours.)
- Successfully completing at least 67 percent of the attempted cumulative units.

Academic progress is evaluated at the end of each trimester. Failure to meet any of the SAP requirements results in placement on financial aid warning status for the following trimester. Students who do not meet all SAP standards at the end of the financial aid warning period lose their eligibility to receive financial aid for the future trimesters. To regain financial aid eligibility, students must appeal, in writing, to the director of Student Financial Services. If the appeal is granted, students are placed on financial aid probation and have one trimester to satisfy the probation requirements. Financial aid is terminated for students who fail to satisfy the probation requirement.

Students who wish to repeat a course or courses completed with a passing grade can use federal aid for only one repeat of each course. The repeated course(s) will be included in the calculation of attempted units.

Undergraduate students may qualify for the Federal Pell Grant, the Federal Supplemental Educational Opportunity Grant (SEOG), the Federal Direct Stafford Loan (subsidized or unsubsidized), the Federal Perkins Loan, or the California Grant A and B (available only to California residents).

Graduate students are eligible to receive the Federal Direct Stafford Loan and Federal Direct Graduate PLUS loans.

Federal Direct Stafford loans are federally guaranteed, noncredit-based loans. Through a combination of Subsidized Stafford and Unsubsidized Stafford loans, BSM students may borrow up to \$12,500 for each two-trimester period and graduate students up to \$20,500 each three-trimester period. The Federal Direct Graduate PLUS loan is credit-based. This loan has no aggregate limit and is available to graduate students only. The annual amount of the Direct Graduate PLUS loan cannot exceed the difference between the annual cost of attendance and other financial aid. The total amount of all annual education-related aid 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 complete online loan entrance counseling prior to receiving any loan funds. All 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 regarding all financial aid programs, student eligibility, the financial aid application process, cost of attendance, satisfactory academic progress requirements, and the appeal process are included in the “Financial Aid Application Guide” which is available online at 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.

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 Presidents and Key Executives 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.

Linda M. Gage AWP Endowed Scholarship—Established to honor the memory of Pepperdine Regent Linda M. Gage, this memorial scholarship is designated for active members of the Church of Christ who attend Pepperdine schools and who have demonstrated financial need.

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 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.

Raymond Q. and Elizabeth Rieley Armington Endowed Scholarship—This scholarship was established to honor and acknowledge Raymond and Elizabeth Armington's support of Pepperdine University. The scholarship was designed to help Graziadio School undergraduate students with 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, California 90045
(310) 568-5530
(310) 568-2364 (Fax)
E-mail: gbsmfinancialaid@pepperdine.edu

Financial aid information also is available on the Internet at bschool.pepperdine.edu/financialaid.

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.

ACADEMIC POLICIES



Commencement ceremonies for the Graziadio School are held at the Malibu campus three times each year.

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 respective Program Committee and approved by the associate dean for each program. To process petitions, students should contact the Program Office personnel. Appeals of Program Committee decisions should be addressed in writing to the associate dean for the respective program.

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. Once classes have begun, students must receive faculty approval to add the class. Students must have all 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 withdraw from all classes as of the official first day of the trimester and up to the last day of the add/drop period for the trimester will be charged a \$150 withdrawal fee.

Attendance

Attendance at every class and workshop is expected of each student. The class and course work schedules, including projects or presentation assignments, are made very early in the course of the trimester. In the event there is a conflict that will affect a student’s participation in class or a particular assignment or project at a scheduled time, the student is responsible for advising the professor and/or affected individuals in advance, and as soon as possible after the beginning of a trimester, to allow for alternative arrangements. Absence from classes or examinations for any reason does not relieve students from responsibility for any part of the course work required during the period of absence.

Auditing a Course

In certain cases, the associate dean may grant students permission to audit courses already taken for credit. With the consent of the associate dean, the instructor, and space permitting, students or alumni may register within 12 months of graduation as auditors. An audit fee of \$100 per class will be charged. An audited course appears on the student's academic record with the grade of "Audit" assigned. Degree requirements cannot be met through auditing. Students are not permitted to petition a grade already received in a course if they subsequently audit that course. A written request to audit a course, including an explanation of the reason for auditing, should be submitted to the Program Office.

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.

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.

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.

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.

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.

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 MSOD Applied Research Project will remain as "IP" until the research project is complete. If the project is not complete after 6 units of the MSOD Applied Research Project have been taken, then all "IP" grades will automatically default to "NC" (no credit).

Enrollment Verification

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 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 6 units for full-term enrollment or 4 units for enrollment which spans a seven-week session; half-time enrollment is 3 units for full-term enrollment or 2 units for enrollment which spans a seven-week session. This information is essential to the student who is receiving financial aid and is unable to maintain continuous enrollment for loan deferment purposes.

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. 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.
3. Students who drop a course (or courses) in the middle of the trimester will have their benefits adjusted accordingly, effective as of the date of the drop or withdrawal, 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.

Intent to Graduate

The Intent to Graduate form should be completed online 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.

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.

“MBA Plus” Alumni Lifelong Learning Program

The “MBA Plus” Alumni Lifelong Learning program is designed to provide Pepperdine MBA alumni an opportunity to update or extend the knowledge and skills acquired during their MBA studies by completing additional Fully Employed MBA courses.

Pepperdine MBA alumni may choose to complete the set of courses associated with a Fully Employed MBA concentration—Digital Innovation and Information Systems, Entrepreneurship, Finance, General Management, Global Business, Leadership and Managing Organizational Change, and Marketing. The Dispute Resolution concentration is not available under the “MBA Plus” Alumni Lifelong Learning 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 Office of Student Accounts 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.

Student Petitions

Petitions regarding grades, transfer of credit, or financial and other student issues must be made within one trimester of completion of the course work on which the petition focuses. To process petitions, students should contact the Program Office personnel.

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.

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 or in person. For more information, visit the transcript-ordering website at 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 Office of Student Accounts. See the policy on withholding of transcripts, diplomas, and certificates in the "Financial Information" section of this catalog.

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.



LEGAL NOTICES



Enrollment constitutes an agreement by the student to abide by the rules, regulations, and policies of Pepperdine University.

Students and prospective students should read this catalog carefully. This 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.

Admission Contingent Upon Truthfulness

Applicants are advised that the University's decision to admit them is contingent upon the truthfulness of the information contained in the application files submitted by the applicant and/or persons on the applicant's behalf, including letters of recommendation. Discovery of false information subsequent to admission, at the University's discretion, is grounds for withdrawal of the offer of admission or for immediate dismissal at any point in the student's course of study. Such dismissal shall result in forfeiture of all charges paid and academic credits earned.

Applicability of Catalog Provisions

The academic offerings and policies in this catalog are applicable only to students who enroll prior to the fall 2014 semester and who attend Pepperdine University after August 25, 2013.

Campus Security and Fire Safety Report

A copy of Pepperdine University's annual campus security and fire safety report is available at the Pepperdine University Department of Public Safety website: www.pepperdine.edu/publicsafety/department/safety. A hard copy of this report is available upon request by contacting the Department of Public Safety at (310) 506-4700.

Code of Academic Ethics for Students

The Code of Academic Ethics 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 code is limited to those areas of campus life that are directly related to academic ethics. Each student, upon admission to the Graziadio School, will be expected to abide by the Code of Academic Ethics for Students throughout the duration of his or her academic career at the Graziadio School.

1.2 Violations

In the spirit of the values and 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 the 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/or 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 appropriate 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 relevant Academic Ethics Committee (AEC), a summary of prior cases, without name identification but including their general facts and recommendations, shall be maintained in the appropriate Program Director's Office and made available to the relevant AEC.

3.0 Committee Hearing Purposes

The hearing procedures are designed with the following purposes in mind:

- a. To provide a positive direction in cultivating academic ethics; and
- b. To ensure thorough and fair investigation of pertinent evidence.

Such purposes are to be attained through the efforts of the AEC.

4.0 Guidelines for Conducting the Hearings

It is to be understood by all parties dealing with the AEC that it is not a court. The AEC is an educational committee which deals with students and members of the University community only as their status pertains to the educational aspect of the Graziadio School. Its proceedings are concerned with fundamental fairness and are not to be construed as being subject to formal courtroom procedures.

5.0 Reporting

An alleged violation is to be reported to the chairperson of the AEC. The accused student shall be granted up to five business days to prepare his or her case as determined by agreement with the AEC chairperson. The accused has the right to consult with an advisor from within the Graziadio School community.

6.0 Composition of Committee

6.1 Composition

The AEC will consist of not less than three students and two faculty representatives. One faculty representative shall be a member of the Faculty Council and the other a member of the appropriate Program Committee.

6.2 Tenure and Vacancies

The student representatives will be selected by the program director and will serve a one-year term beginning in September. In the event of a student or faculty vacancy, the chairperson of the AEC will notify the appropriate program director who will select a replacement from within the specified program.

6.3 Chairperson

A non-voting chairperson (except in the case of a tie vote) shall be elected by the AEC from among the committee's faculty members.

6.4 Officers

A secretary shall be elected by the AEC. This election by ballot will be conducted by the chairperson without nomination. In the absence of the chairperson, the secretary serves as chair.

6.5 Quorum

A quorum consists of not less than three of the AEC members, with at least three of the minimum number present being voting members. The committee can, in its discretion, consist of as many as seven, but a majority of those members must be students.

The committee retains the right to redirect matters it deems outside its scope to the program director or other administrative body.

7.0 Functions of the Committee

7.1. The AEC will provide a forum to which students and faculty can bring individuals who have allegedly breached the Code of Academic Ethics for Students. Records of such hearings will be kept in a secured file in the Office of the Associate Dean for Academic Programs at the Graziadio School.

7.2. The AEC will decide whether or not there is a factual basis for the allegation. In cases where findings are made against the student, the AEC will recommend an appropriate sanction to the appropriate program director.

7.3. In certain cases, the AEC will function as a clearinghouse for complaints submitted in writing to it, and the penalty accorded for the incident would be under Recommended Sanctions 2.1.a. or 2.1.b.:

- a. Cases where the student has admitted guilt; and
- b. Cases where the faculty member confronts the student based on visual evidence.

In such cases, the faculty member, after discussion with the student, will file a formal charge with the AEC, and this charge will be kept on permanent record (see Section 9.0, Procedure for Hearing). Any student having a charge filed against him or her in this manner has the right to appeal the faculty member's decision to the appropriate program director. Any faculty member assigning a sanction (2.1.a. or 2.1.b.) to a student will advise him or her of the right to appeal it to the appropriate program director. If the AEC receives any other written allegations against the same student at any time during the student's career at the Graziadio School, a hearing will be called and the student will be considered for recommended dismissal from school (under the Recommended Sanctions, second offense).

7.4. The AEC will confer with individuals found by the committee to have violated this code regarding their opportunity to appeal the decision of the appropriate program director to the associate dean for academic programs at the Graziadio School. The program director will notify the AEC of any decisions made on cases submitted to his or her office.

- 7.5 At least three AEC members shall be present for a vote to be called. Specific sanction(s) will be decided by a concurring vote of not less than, if five or six members are present, three, and if seven are present, five. Vote is by secret ballot and is counted by the chairperson and the secretary. The results (and the ballots) will be presented to the associate dean for academic programs.
- 7.6. Changes in the Code of Academic Ethics for Students: Any alterations in the code must be initiated by the AEC or a program director and must carry by unanimous vote of the AEC.

8.0 Procedure for Bringing an Allegation of a Violation of the Code of Academic Ethics

- 8.1. A student or faculty member suspecting a violation of this code should, at his or her discretion, make an attempt to meet with the accused student and discuss the basis of the allegation and evidence to see if there is some acceptable explanation.
- 8.2. If the student is unavailable for a meeting or if the complaining student or the complaining faculty member deems the student's explanation unsatisfactory, the complaining student or the complaining faculty member should hand-deliver or send the written allegation to the student by certified U.S. mail with a return receipt requested or other reasonable delivery method. The return receipt or other evidence of delivery of the written allegation and a copy of the written allegation should be promptly sent to the chairperson of the AEC. The letter should include (a) what the alleged violation is; (b) whether the accused student was spoken to about the evidence and what explanation, if any, was provided; (c) copies of all relevant information, including, unless contrary in the judgment of the appropriate program director or faculty member to the best interests of a student, the names and signed statements of any witnesses to the incident; (d) phone numbers and offices where the student can reach the appropriate program director or the faculty member making the allegation and the chairperson of the AEC; and (e) a statement advising the student to respond promptly when contacted by the chairperson of the AEC regarding the allegation so that a hearing can be arranged. Example: "Failure to respond to this notification will be considered a waiver on your part and may jeopardize your status at Pepperdine University."
- 8.3. Once a copy of the allegation has been received by the chairperson of the AEC, he or she will contact, within 10 business days of receipt, the student by phone or certified mail, return receipt requested, to schedule a hearing. The hearing should be scheduled within 15 business days after notice has been given by phone or sent by certified mail but not sooner than the time agreed for the accused student to prepare his or her case per Section 5.0, Reporting. All telephone conversations shall be followed by written confirmation. During the initial conversation or, if necessary, by certified mail, the chairperson will inform the student of the following: (a) the

allegation for which the hearing is being called; (b) the possible sanction(s) specified in the code; (c) the procedures that will be followed during the hearing (a copy of the code and procedures shall be supplied to the student at this time, if requested); (d) the student's right to bring an advisor from within the Graziadio School community (faculty, staff, or student) to the meeting; and (e) the student's right to bring witnesses to the meeting.

- 8.4. If, for a substantial reason, the accused student cannot attend the hearing at the arranged time, the student should contact the chairperson as soon as possible. If the student cancels or postpones a second meeting, the committee may rule that the failure to appear may be considered a waiver by the student of presence at the hearing, and the committee may hold the hearing without the student present.
- 8.5. If the student has admitted responsibility and if the infraction justifies Sanction 2.1.a. or 2.1.b. (see Code of Academic Ethics for Students), the complaining faculty member will file with the committee the form titled "Violation of the Code of Academic Ethics for Students" and assign the appropriate sanction. The student will also sign the form. A hearing will not be necessary unless, after receiving the completed form, the committee determines that this infraction is the student's second offense.
- 8.6. If the student does not contest the accusation or appeal the sanction (2.1.a., 2.1.b.), and if the committee determines that this is the student's first offense, then no hearing will be held.

9.0 Procedure for the Hearing Before the Academic Ethics Committee (AEC)

- 9.1. The hearing will be called to order at the time specified in the notification provided to the involved faculty member and the accused student. The hearing cannot begin without a minimum of three committee members (two must be students) and/or alternates (see 9.2 below), the accused student, and the accusing faculty in attendance. No member of the committee who is otherwise interested in the particular case brought before it, whether it is the bringing of accusation against the student or developing or presenting the case against the student, shall sit in judgment. This committee member will be replaced as stipulated in section 9.2 of the procedures.
- 9.2. If the requisite number of committee members for a quorum is not available, an alternate committee member, from the same program as the excused committee member, will be selected by the appropriate program director to participate in the hearing.
- 9.3. If he or she so desires, the student appearing before the committee shall have the right to be assisted at the hearing by an advisor of his or her choice who is willing to participate. The advisor, however, shall be from the Pepperdine University community, either faculty, staff, or student. The student shall notify the committee chairperson of the name of the advisor and the relationship to him or her at least 24 hours prior to the hearing. The committee may request that the advisor make a brief statement on

- the student's behalf. Otherwise, the advisor will limit himself or herself to consultation with the student.
- 9.4. Failure to respond to the notice or appear before the committee will be construed as a waiver of the right to be present, and a student's status may be jeopardized by such a failure to appear.
 - 9.5. Except in special circumstances found to exist by unanimous vote of the committee hearing the case, the student and the accusing faculty member will be present at all times during the testimony phase of the hearing. However, they will not be allowed to interrupt or interject any comments while testimony is being given by the student, the accuser, or witnesses for either side. The witness, who testified, will then be asked to leave the room, and the faculty member shall be questioned by members of the committee on any points of evidence upon which the committee members are unclear.
 - 9.6. The student and the accusing faculty member shall notify the chairperson of the committee, at least 24 hours prior to the hearing, of the written witness statements desired to be presented or the names of the witnesses they choose to have testify, and they shall assume responsibility for the presence of the evidence or witnesses at the hearing. If the offered evidence is cumulative, the committee, by majority vote, may limit the number of witnesses or evidence.
 - 9.7. All hearings will be closed and limited to members of the committee, the accused student, advisors involved in the hearing, and the faculty members involved in the case. Authorized witnesses will be present to testify one at a time and will leave the hearing as soon as their testimony is completed.
 - 9.8. The hearing will begin with a statement read by the chairperson summarizing the procedures to be followed.
 - 9.9. At all times the student will be presumed innocent with the burden of proof placed on the person(s) making the allegation to establish, by a preponderance of the evidence, the truth of the allegation. All relevant evidence, as determined by the chairperson, is admissible. However, should a member voice objection to the admissibility or exclusion of evidence, then the majority vote of the members shall determine if the particular evidence will be admitted or excluded. Questions seeking clarification or amplification may be directed by the committee to the student, the accusing party, or a witness.
 - 9.10. The chairperson will read the allegations aloud to those present. The faculty member or accusing student will present to the committee any relevant evidence he or she wishes to have considered. At this time, the faculty member or student may bring in witnesses if deemed relevant to the case. All witnesses will be given an oath to tell the truth. At the conclusion of the witness' presentation by the party calling the witness, the committee may question the witness on any points of evidence about which the committee members are unclear. The witness will then be asked to leave the room, and the faculty member or accusing student shall be questioned by members

of the committee on any points of evidence about which the committee members are unclear.

- 9.11. The accused student will be given an opportunity to defend himself or herself, including giving evidence and providing witnesses so long as such evidence is relevant to the case. At the close of the student's presentation, committee members shall be given the opportunity to question the student on any relevant points of evidence which to a committee member are unclear. The student may decline to answer a question. The committee may consider such a declination in its deliberations and ultimate decision.
- 9.12. At the close of the witness' testimony, members of the committee shall be given the opportunity to question the witness on any relevant points of evidence which to the committee members are unclear. The witness will then be asked to leave the room.
- 9.13. After all evidence has been presented, the accused student and the accusing faculty member will be asked to leave the room while the committee deliberates. At this time, the committee will review and discuss all the evidence presented. All matters upon which the decision may be based must be introduced into evidence during the hearing before the committee. Formal rules of evidence shall not be applicable in proceedings conducted pursuant to this code. Only relevant evidence shall be admitted, which is evidence reasonable persons would accept as having probative value on the issues that are before the committee. When deliberations have been completed, a secret ballot will be taken to decide on the validity of the allegation against the student. The ballots will be counted by the secretary and given to the chairperson who will verify the vote and report the result to the committee members.
- 9.14. The committee decisions will be made at the conclusion of the hearing unless otherwise continued at the discretion of the committee.
- 9.15. The allegation against the student will be sustained based upon a total of not less than three concurring votes if the members present do not exceed six and five concurring votes if the number of members present is seven. The committee will then vote on an authorized sanction (as described in the code) to be recommended to the appropriate program director. The recommended sanction must have a majority vote of the members present who voted on the underlying allegation.
- 9.16. To maintain a record of the hearing, the secretary will prepare a summary of the evidence presented at the hearing. The summary shall consist of a statement covering the chronological sequence of the proceedings, the evidence presented, and the conclusions reached by the committee. The summary shall be reviewed and signed by the secretary and the chairperson. Any member may append the report with his or her dissent or non-concurrence with the decision.

- 9.17. Formal written notice of the decision will be sent to the student, the accusing faculty member, and the appropriate program director.
- 9.18. All notes and recordings of the hearings shall be given to the associate dean for academic programs to be kept as specified in the code.

Computer and Network Responsible Usage Policy

Purpose

Pepperdine University provides access to computing and network resources in order to support its instruction, research, and service missions; administrative functions; and student and campus life activities. All such use shall be ethical and consistent with the University's mission. Any other uses, including uses that jeopardize the integrity of the Pepperdine network, the privacy or safety of other users, or that are otherwise illegal, are prohibited.

Applicability

This policy applies to all users of University computing and network resources, whether affiliated with Pepperdine or not, and to all uses of those resources, whether on campus or from remote locations.

Conditions for Use

Users of Pepperdine University computer and network resources must

- Follow all applicable federal, state, or local laws.
- Follow all relevant University rules, regulations, policies, and procedures, including the information technology (IT) use policies and procedures published for specific systems.
- Actively maintain the security of personally owned and University-assigned computers.
- Report privacy, security, or policy violations to the Information Security Office.

Prohibitions

Users of Pepperdine University computer and network resources must not

- Utilize any identity or account not specifically assigned to the user.
- Hinder, monitor, or intercept another user's network traffic.
- Disclose, destroy, or capture personal, confidential, or restricted data.
- Use resources for commercial purposes or personal financial gain.
- Use resources for unauthorized access of any system or network.

Peer-to-Peer and File Sharing Notice

Users must not engage in the unauthorized copying, distributing, altering, maintaining, or transmitting of copyrighted materials, information, software, music, or other media.

Security and Privacy

Users' University computer and network passwords must conform to IT's published complexity and length requirements and must not be shared with any other person, used in non-University accounts, or otherwise disclosed. Passwords must be changed immediately if disclosed or compromised.

The University employs various measures to protect the security of its information resources. Users should be aware that their uses of University computer and network resources are not private. While the University does not routinely monitor individual usage, the normal operation and maintenance of the University's computing resources require backup, logging of activity, the monitoring of general and individual usage patterns, and other such activities that are necessary for information security and the rendition of service. In addition, the University reserves the right to review, monitor, and/or capture any content residing on, or transmitted over, its computers or network at its sole discretion. The University reserves the right to limit access to its computers or network and to remove or limit access to material residing on its computers or network.

The most current version of the "Computer and Network Responsible Usage Policy" and any technical requirements and guidelines related to this policy are published at community.pepperdine.edu/it/policies.

Student Code of Conduct

Introduction

Each student is responsible for knowing and adhering to this Code of Conduct. While the policies and code outlined in this catalog provide students an effective set of guidelines for personal conduct, the University retains the right to instate additional policies and regulations or to modify existing ones as needs may dictate.

General Conduct Expectations

Pepperdine University's foundation of the Christian faith as the basis of its expectations of student conduct requires that all students maintain the highest standards of personal honor, morality, and integrity at all times. The University reserves the right to refuse admittance to or dismiss any person who violates these principles.

In general, a student's actions off campus are subject to sanctions of civil or criminal authorities; however, whenever its interests as a University community and/or the pursuit of its objectives are adversely affected, the University may take disciplinary action independently of other authorities.

Disciplinary proceedings may be carried out prior to, simultaneously with, or following civil or criminal proceedings off campus. In addition, students should be aware that actions in the online environment are also covered by the student code of conduct.

Misconduct Subject to Disciplinary Action

The following examples of misconduct are not inclusive but are intended to give a student an idea of the types of behaviors that may result in disciplinary action:

1. Violation of published University policies, rules, or regulations. This includes, for example, the policies and regulations specific to the residential community; the policy on alcohol and other drugs; the policies on vehicles; and the Discrimination, Harassment, and Sexual Misconduct Policy.
2. Violation of federal, state, or local law on or off campus.
3. Dishonesty in any form including, but not limited to, plagiarism; cheating on assignments or examinations; knowingly furnishing false information on University records; and forgery, alteration, or misuse of documents, records, or identification cards. Such violations, at the sole discretion of the University, may be subject to the procedures set forth in the Code of Academic Ethics.
4. Manufacture, sale, distribution, promotion, possession, or attempt to obtain false identification.
5. Failure to comply with written or verbal directives of University officials or law enforcement officers acting in performance of their duties and/or failure to provide identification to these persons when requested to do so.
6. Disruption or obstruction of teaching; research; administration; disciplinary proceedings; other University activities, including its public-service functions on or off campus; or other authorized non-University activities when the activities occur on University premises. This includes disruptive behavior that unreasonably interferes with, hinders, obstructs, or prevents other students from freely participating in University instruction, programs, or services.
7. Actions or communications, whether they are online or in-person, that constitute disrespect, harassment, retaliation, the use or threat of physical violence, intimidation, stalking, or hate violence directed toward a member of the Pepperdine faculty, staff, student body, or a visitor to the campus or toward a member of the community.
8. Failure to possess at all times a valid student identification card and/or failure to surrender ID card to a University official upon request.
9. Misuse or disregard of the policies regarding parking and driving on campus, including, but not limited to: failure to properly register a vehicle, accessing or parking in unauthorized areas, tailgating another car into a parking lot, and using or obtaining a parking permit assigned to another.

10. Any unauthorized use of electronic or other devices to make an audio or video record of any person without his or her prior knowledge or without his or her effective consent.
11. Sexually compromising acts on campus or at University-sponsored events. The final determination of whether an act is sexually compromising will be at the discretion of University officials.
12. Exhibition, possession, distribution, or viewing of material or representations deemed to be obscene or contrary to the moral standards and/or mission of the University.
13. Soliciting or advertising or inviting a reporter to campus without prior approval from the appropriate University office.
14. Drunkenness or disorderly, lewd, or indecent behavior.
15. Promotion, distribution, sale, possession, or use of alcohol or narcotics or other controlled substances on campus or at University-sponsored events regardless of the student's age. See the "Substance Abuse Policy" in this section for more information.
16. Participation in student organizations that have lost University recognition.
17. Possession and/or use of all types of weapons and ammunition including, but not limited to, firearms, air and spear guns, knives, martial arts weapons, bows and arrows, swords, paint pellet guns, and explosives of any type. All individuals in possession of self-defense items, including pepper spray, must comply with applicable California state law regarding training and permit to use.
18. Unauthorized possession, duplication, or use of keys to any University premises or unauthorized entry to or use of University premises.
19. Attempted or actual theft of and/or damage to property of the University or property of a member of the University community or other personal or public property. This regulation covers the unauthorized appropriation or "borrowing" of property for personal use or the possession of stolen property.
20. Vandalism, disrespect, destruction, or defacement of University property.
21. Theft or other abuse of computer time including, but not limited to,
 - Unauthorized entry into a file to use, read, or change the contents or for any other purpose.
 - Unauthorized transfer of a file.
 - Unauthorized use of another individual's identification and password.
 - Use of computing facilities to interfere with the work of another student, faculty member, or University official.
22. Misuse of the disciplinary procedures including, but not limited to,
 - Failure to respond to the summons of a judicial body or University official.

- Falsification, distortion, or misrepresentation of information before a judicial body.
 - Disruption or interference with the orderly conduct of a judicial proceeding.
 - Institution of a judicial proceeding knowingly without cause.
 - Attempting to discourage an individual's proper participation in, or use of, the judicial system.
 - Attempting to influence the impartiality of a member of a judicial body prior to and/or during the course of the judicial proceeding.
 - Harassment (verbal or physical) and/or intimidation of a member of a judicial body prior to, during, and/or after a judicial proceeding.
 - Failure to comply with the sanction(s) imposed by a judicial body.
23. Failure to uphold the code of ethics when engaging with the business community and other external stakeholders as part of field projects or other engagements that require participation from external organizations and their representatives; including, but not limited to: failure to treat all others with dignity and respect; failure to observe and respect the confidentiality rights of all members of the business community (organizations and individuals); failure to avoid conflicts of interest; demonstrating a lack of professional conduct or maturity; failure to maintain honesty and transparency regarding project scope, expectations, or deliverables; or failure to comply with legal and professional obligations.

Reporting Misconduct

Anyone may report a violation of the Code of Conduct by contacting one of the following offices:

Department of Public Safety (310) 506-4442
Office of the Dean (310) 506-5689

Normally, the person reporting the violation will be asked to complete a written report form. Reports should be submitted as soon as possible after the event takes place.

Anonymous reports may be made on the Crime Tips Hotline by calling voice mail at extension 1234 (on campus) or (310) 506-4001 (off campus) and then dialing 4751.

Students living in the residence halls also may notify their resident or student advisors.

For any campus emergency, call 911, then call the Department of Public Safety at (310) 506-4441.

Judicial Procedures

Philosophy of Student Discipline

An institution of higher learning is authorized by law to establish and administer codes of conduct and to suspend, expel, or dismiss students whose actions negatively impact the campus community. The University reserves this right. Student disciplinary proceedings are not analogous to criminal court proceedings. No particular model of procedural due process is required. However, the procedures should be structured in order to facilitate a reliable determination of the truth and to provide fundamental fairness. Procedures can be very informal in cases where suspension, expulsion, or dismissal are not a probable penalty; more procedural formality should be observed in serious disciplinary cases. In all situations, fairness requires that students be informed of the nature of the charges and be given a fair opportunity to respond to them.

Sources of Information

Information about a student's misconduct may come from a variety of sources including, but not limited to, reports from faculty, staff, students, departments (e.g., Housing and Residence Life, Department of Public Safety), law enforcement agencies, or community members. Other sources of information may include, but are not limited to, electronic communications, social media, photographs, and audio or video recordings.

Definition of Student

Pepperdine University may exercise authority over any matriculated student who is enrolled full-or part-time; has completed the immediately preceding term, is not presently enrolled, and is eligible for reenrollment; or is on an approved educational leave or other approved leave status. This includes the period before classes begin, while the student is attending classes, between academic sessions, or on leave.

Authority and Responsibility for Student Discipline

The dean is responsible for the overall coordination of rules and regulations regarding student discipline for misconduct and serves as the final appeal for student disciplinary decisions. The associate dean of a program is primarily responsible for the operational details of the disciplinary process. The associate dean will review reports of misconduct and may conduct an investigation. If the associate dean considers the report to indicate a probable violation of the Code of Conduct, the incident will be heard through either an administrative hearing or a hearing with the Student Disciplinary Committee.

When appropriate, some University policy violations may be addressed by other judicial bodies including, but not limited to the Academic Ethics Committee, non-academic grievance officer, or Seaver College Administrative Hearing/Student Disciplinary Committee. Violations that occur in the on-campus residential community will be investigated and adjudicated by Seaver College pursuant to Seaver College's judicial procedures (seaver.pepperdine.edu/studentaffairs/content/handbook/7-judicial-procedures.pdf). If conduct violates both residential community policies

and the Code of Conduct, the associate dean, in his or her sole discretion, can participate, as a non-voting member, in the Seaver College disciplinary proceedings and can impose additional Code of Conduct sanctions based upon those proceedings. However, the associate dean of administration reserves the right to pursue Code of Conduct violations in a separate proceeding pursuant to the procedures set forth below. Sanctions imposed pursuant to the Seaver College judicial procedures can be appealed to the Seaver College dean of students. Sanctions imposed by the Office of the Associate Dean can be appealed as set forth below. If students from different schools of Pepperdine University are involved in a Code of Conduct violation, the matter will be investigated and adjudicated by the school of the accused student. The Department of Public Safety works in cooperation with these offices in the reporting of violations and the conducting of investigations.

Jurisdiction of the Code of Conduct

The Code of Conduct applies to conduct that occurs on University premises, at University-sponsored activities, and to off-campus conduct that adversely affects the University community and/or the pursuit of its objectives. Each student is responsible for his or her conduct from the time of application for admission through the actual awarding of a degree, even though conduct may occur before classes begin or after classes end as well as during the academic year and during periods between terms of actual enrollment (and even if their conduct is not discovered until after a degree is awarded). The Code applies to a student's conduct even if the student withdraws from school while a disciplinary matter is pending. The associate dean will decide whether the Code will be applied to conduct occurring off campus, on a case-by-case basis, in his or her sole discretion.

Administrative Hearings

In some cases of student misconduct, a Student Disciplinary Committee hearing may not be necessary. This is most often true when the violation is of a less serious nature and the misconduct would not result in suspension or dismissal. Normally, a disciplinary proceeding begins with a written communication from the Office of the Associate Dean requiring the student to attend an administrative hearing to respond to a specified charge. In rare cases when expediency is critical, the proceeding may begin with an oral communication requiring the presence of the student at an administrative hearing. The hearing may be held before the associate dean ("hearing officer"). The Hearing Officer will conduct an investigation of the charges.

In such a case, the student attends an administrative hearing with the designated hearing officer to discuss the incident, the student's involvement in it, and any steps that must be taken or sanction imposed to resolve the matter. The meeting will be followed by an official letter summarizing this decision. Sanctions imposed as a result of an administrative hearing cannot be appealed. Sanctions imposed by the Student Disciplinary Committee may be appealed; therefore, students who are summoned to an administrative hearing may request instead to meet with the Student Disciplinary Committee if they want an appeal option.

Student Disciplinary Committee Hearings

If, after reviewing a report of misconduct, the associate dean determines that the incident is deemed sufficiently serious, the incident will be submitted for hearing by the Student Disciplinary Committee. The Student Disciplinary Committee will consist of one Pepperdine graduate student, one Graziadio School staff member, and one Graziadio School faculty representative. The associate dean or designee will chair the Committee but is not a voting member. Selection of the student representative will be made by the associate dean and may be considered from dean and faculty recommendations. All three of the Student Disciplinary Committee members must be present for a vote to be called. Specific sanctions will be decided by majority vote.

Before meeting with the Student Disciplinary Committee, the student will be provided in writing with a summary of the behavior that allegedly violates particular provisions of the Code of Conduct. Notification will also be sent which will include the date and time of the hearing, typically within 15 calendar days after the student has been notified. The student may provide a written statement to the Student Disciplinary Committee rebutting the charges up to 24 hours prior to the hearing.

Hearings are not required to adhere to formal rules of procedure or technical rules of evidence followed by courts of law. Hearings will be conducted according to the following guidelines:

1. All procedural questions are subject to the final decision of the associate dean or designee.
2. The hearing will normally be conducted in private. Admission of any person to the hearing will be at the sole discretion of the associate dean or designee. The associate dean may accommodate concerns for the personal safety, well-being, and/or fears of confrontation of the reporting party, accused student and/or other witness during the hearing by providing separate facilities, and/or by permitting participation by telephone, video conferencing, written statement, or other means, where and as determined in the sole judgment of the associate dean to be appropriate.
3. Accused students may be assisted at hearings by an advisor. The advisor must be a current student, faculty, or staff member of the University who was not involved in the incident. The advisor cannot speak for the accused student. The role of the advisor is to accompany the student and advise him or her privately during the hearing process.
4. Hearings will be chaired by the associate dean or designee and will proceed in the following manner:
 - Reading of the charges.
 - The student's denial or admission of the charges. (If the student admits the charges, then the committee may dismiss the student and deliberate on the appropriate sanctions.)

- Review of the information in support of the charges, which may include a presentation of information by the accusing faculty member(s), witnesses, and questions by the committee.
 - Review of information that rebuts the charges, which may include a presentation of information by the accused student, witnesses, and questions by the committee.
 - Closing statement by the accused student.
 - Dismissal of student for committee deliberation.
5. The chair and the accused student may call witnesses. The committee may ask questions of the witnesses. The accused student may not directly question the witness, but may direct questions to the chair after the witness has been excused. The chair will then determine if the questions are appropriate and, if so, will follow up with the witness as necessary. Witnesses may only be present while giving testimony. The accused student must present a list of witnesses and purposes of their statements to the chair 24 hours in advance of the hearing.
 6. A list of witnesses called by the University should be presented to the accused student 24 hours before the hearing.
 7. The committee may, at its sole discretion, exclude any witness from attending the hearing if the witness's testimony is duplicative or irrelevant.
 8. Pertinent records, exhibits, and written statements may be accepted as information for consideration by the committee at the discretion of the chair. This information must be submitted to the chair at least 24 hours before the hearing.
 9. If, during the course of the hearing, additional charges are discovered, the accused student will be notified of the new charges and will be granted additional time, if needed, to prepare a defense of the new charges. The accused student may waive the additional time and the hearing can proceed with the new charges taken under consideration by the committee. A record should be made in the hearing notes of additional charges and whether or not the student desires additional preparation time.
 10. Information about the misconduct of other students shared at the hearing may be used as the basis for disciplinary action.
 11. The committee's determination will be made on the basis of the preponderance of the evidence, whether it is more likely than not that the accused student violated the Code of Conduct.
 12. After the hearing, the committee will determine by majority vote whether the student has violated each section of the Code of Conduct that the student is charged with violating.
 13. If the student is found to have violated the Code of Conduct, the committee will then determine by majority vote the sanction(s) to be imposed.
 14. The associate dean will notify the student in writing of the committee's decision and the sanction(s) issued, if applicable.

15. Record of such hearings—may include student notifications and response, supporting documentation and faculty comments, summary of committee deliberations, and final decision notification—will be kept in a secured file in the Office of the Associate Dean. The hearing will not be transcribed or otherwise recorded.
16. If the accused student fails to appear at the hearing, the committee may make a decision based on the available information. If the associate dean determines that good cause exists for the accused student not appearing at the hearing, a new date may be set for the hearing.

Disciplinary Sanctions

Violation of University policies for Code of Conduct violations may result in the imposition of one or more of the sanctions listed below. Sanctions which may be imposed are not limited to those listed. In certain limited situations, University officials may impose a sanction but suspend or postpone its actual implementation.

Code of Conduct sanctions are based on general principles of fair treatment. Sanctions will take into account the intent of the accused, the effect of the conduct on the victim and/or University community, the student's disciplinary history, whether sanctions such as education and community service are likely to change the student's conduct, and the student's needs and prospects for improvement. While attempting to be consistent in its disciplinary decisions, the University also seeks to be fair and sensitive to the facts and circumstances of each individual case. Disciplinary action may involve, but is not limited to, one or a combination of the sanctions listed below:

- Censure—Oral or written warning for conduct unbecoming of a Pepperdine student.
- Reprimand—Written warning that continuation or repetition of misconduct may result in a more severe sanction.
- Probation—A status which indicates that a student's relationship with Pepperdine University is tenuous and that his or her records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student's privileges may accompany probation.
- Fines—Payment of charges for violation of regulations. These charges will be added to a student's account.
- Loss of Privileges—Such loss may include financial aid; eligibility to represent the University officially on athletic teams or performing groups; seeking or holding an elected student office; eating in the cafeteria; participating in the Pepperdine international programs; and use of specific University facilities, equipment, or services.
- Restitution—Requirement to pay for the repair to and/or replacement of damaged property. Failure to pay such charges may result in additional sanctions (including, but not limited to, denial of reenrollment or refusal to release official transcripts and records).

- Educational Sanctions—For example, community service, essay-writing assignment, attendance at a seminar, or other discretionary sanction as deemed appropriate by the sanctioning official.
- Suspension—Separation of the student from the University for a specified length of time.
- Dismissal—Separation of the student from the University on a permanent basis. In certain cases a dismissed student may, after an extended period of time, petition the University for readmission.

When students are dismissed or suspended for disciplinary reasons, there will be no refund of tuition or room charges for the semester and all financial aid will be cancelled. Upon permanent separation from University housing, students may apply to the Office of Housing and Residence Life for unused board charges.

If a violation occurs just prior to a student's scheduled graduation, sanctions may be imposed even if all academic requirements are completed. Sanctions may include, but are not limited to, community service, research or reflective paper, restitution, loss of privilege to participate in the graduation ceremony, deferment of degree, and a transcript hold. The University may withhold issuing a degree until all sanctions are fulfilled. In the rare case of a serious violation (e.g., sexual assault, DUI, illegal drug sales), the University may permanently withhold a degree.

Sanctions for Student Organizations

Student groups are subject to the Code of Conduct disciplinary procedures. The following sanctions may be imposed upon groups or organizations: censure, reprimand, probation, fines, loss of privileges, restitution, educational sanctions, and deactivation. Deactivation includes loss of all privileges, including University recognition, for a specified period of time.

Interim Suspension

In certain circumstances, the dean or a designee may impose a University or residence hall suspension prior to a meeting with a judicial body. Interim suspension may be imposed (1) to ensure the safety and well-being of members of the University community or preservation of University property, (2) to ensure the student's own physical or emotional safety and well-being, or (3) if the student poses a definite threat of disruption of or interference with the normal operations of the University. During the interim suspension, students will be denied access to the residence halls and/or the campus (including classes) and/or all other University activities or privileges for which the student might otherwise be eligible, as the dean or the designee may determine to be appropriate.

Retention of Disciplinary Records

Probation, suspension, dismissal, and/or permanent withholding of a degree sanctions are made part of the student's permanent academic record. Cases involving warnings or other sanctions are made part of the student's Office of the Associate Dean file and are subject to review for the purposes of

authorized background checks, subpoenas, or legal proceedings. Cases found to be unactionable will be expunged from the student's confidential record.

Appeals Process

Students who wish to appeal the decision of the Student Disciplinary Committee can submit a written appeal to the dean.

The appeal letter must specifically set forth all grounds for appeal. The appeal letter must be submitted within seven calendar days of the issuance of the written sanction letter. The judicial body originating the decision must be given the opportunity to respond in writing to the appeal letter.

Generally, the appellate process does not require a hearing nor does it require the dean to make any personal contact with either the student or the original judicial body. Where personal contact with either party appears necessary to the dean, such contacts can occur in the absence of the other party.

Where it appears that the sanction raises an issue of particular importance to the school or University, the dean may, but is not required to, convene an ad hoc appeals committee to assist in making a recommendation to the dean regarding the appeal. The dean will designate the committee members. The dean may participate in all formal discussions between committee members. The committee will consist of at least three total representatives, at least one each from the faculty and staff. In making its recommendation, the committee may consider and review the appeal letter and response, supporting documentation, and interview involved parties and witnesses, and it shall limit itself to addressing only the following questions:

1. In the investigation of this matter, did the decision maker consider all the important and appropriate facts?
2. Was it proven by a "preponderance of the evidence" (that is, more likely than not) that the student in fact violated a University policy, rule, guideline, code, or expectation or otherwise engaged in any unlawful or illegal activity?
3. Was the judicial process carried out in a fair manner?
4. Was the sanction one that a reasonable person might have made?

The ad hoc appeals committee shall submit its recommendation to the dean based on its conclusions to the above inquiries. The dean shall not be bound by the committee's recommendation.

In the event that an ad hoc committee is not convened, the dean's decision regarding the appeal will be based on the four questions outlined above. The dean may affirm, reverse, or modify the sanction. The dean also may return the case to the initial decision maker for further consideration. The dean's decision shall be final and effective immediately.

Immunity for Victims

Sometimes, victims of physical or sexual assault or domestic violence are hesitant to report to University officials because they fear that they themselves

may be charged with policy violations, such as visitation, alcohol violations, or sexual activity at the time of the incident. To encourage reporting, Pepperdine offers victims immunity from policy violations related to the assault.

Immunity for Good Samaritans

Pepperdine encourages students to offer assistance to other students in need, both on and off campus. When a student seeks medical assistance for a student in need, both parties will receive immunity from disciplinary action. This policy was created because students are sometimes hesitant to offer assistance to other students for fear that they themselves may be charged with policy violations (for example, a student who has been drinking on campus might hesitate to get help from the Department of Public Safety or a residential advisor for someone who may be suffering from alcohol poisoning or might be hesitant to provide important information about a sexual assault incident).

Forfeiture of Financial Assistance

Every student who has accepted a scholarship, loan, fellowship, grant-in-aid, or any other financial assistance by the University or the state is deemed to have agreed to observe the rules and regulations of the University. The University shall review the record of each recipient of financial assistance who has been placed on University disciplinary probation, is suspended, expelled, or dismissed from the University, or arrested and convicted as a result of a violation of University policy. In such cases students who have accordingly violated the student Code of Conduct as outlined in the Student Handbook may forfeit their financial assistance. For further information regarding this policy, please contact the Office of Financial Assistance.

Social Media Privacy

The University complies with all local, state, and federal laws governing social media privacy. Although the law prohibits the University from asking students, prospective students, or student groups to disclose a user name or password for accessing personal social media, requesting access to personal social media, or divulging any personal social media to or in the presence of a University employee or representative, the University may lawfully require disclosure, access or view personal social media if necessary to investigate and take disciplinary action against any student, prospective student, or student group utilizing social media in ways that are unlawful, violate the Code of Conduct, or pose a threat to the safety of the campus community.

Interpretation and Revision

Any questions of interpretation of this Code of Conduct should be referred to the associate dean. The code will be reviewed every year. In the revision of this Code of Conduct, the Office of the Dean gratefully acknowledges the use and adaptation of model codes of student conduct published by the National Association of College and University Attorneys in *Student Disciplinary Issues: A Legal Compendium*.

Discrimination, Harassment, and Sexual Misconduct Policy

Pepperdine University affirms that all members of the community are created in the image of God and therefore should be treated with dignity and respect. Our University Code of Ethics states that we do not unlawfully discriminate on the basis of any status or condition protected by applicable federal or state law. Further, we respect the inherent worth of each member of the community and do not engage in any forms of harassment. 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).

Speech that constitutes a protected exercise of a student’s rights under California’s Leonard Law will not be deemed a violation of this policy. However, some speech that may be protected by the Leonard Law is nonetheless inconsistent with the Golden Rule, and students are encouraged to live by this higher standard rooted in our Christian faith and heritage. Discrimination, harassment, sexual misconduct, and any related retaliation, as defined below, will not be tolerated and will result in disciplinary action, up to and including dismissal from the University. This policy applies to students and governs conduct that occurs both on and off campus.

Definitions

Discrimination

Unlawful discrimination occurs when an individual is treated less favorably with respect to the administration of the University’s educational programs and activities, admission, financial aid, or on-campus housing, based upon that individual’s membership in a class protected by applicable law.

Harassment

Harassment is defined as conduct that is so severe and/or pervasive and objectively offensive that its effect, whether or not intended, impairs a person’s ability to participate in the University’s educational programs and activities or their living environment. Objectively offensive conduct means that it must be offensive both to the recipient of the conduct and to a “reasonable person” in the recipient’s circumstances.

Examples of harassment include, but are not limited to,

- Some students write racial epithets on the door of an African-American student’s room and use the same epithets when they see the student on campus.
- Over the course of the semester, a gay student is repeatedly called anti-gay slurs both to his face and on social networking sites.
- Someone spray paints anti-Semitic symbols on a Jewish student’s car.

Sexual Misconduct

Sexual misconduct includes sex discrimination, sexual harassment, and sexual assault. Sexual misconduct can be committed by men or women, and it can occur between people of the same or different sex.

Sex Discrimination

Sex discrimination is discrimination (as defined earlier) on the basis of an individual's sex.

Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcome sexual advances; requests for sexual favors; and other verbal, nonverbal, or physical conduct of a sexual nature that is sufficiently serious that it interferes with or limits a student's ability to participate in or benefit from the University's educational programs and activities or his or her living environment. Sexual harassment also includes gender-based harassment, which may include acts of verbal, nonverbal, or physical aggression, intimidation, or hostility based on sex or sex stereotyping, even if those acts do not involve conduct of a sexual nature. This definition will be interpreted and applied in a manner consistent with the accepted standards of mature behavior, academic freedom, and the mission of the University.

Examples of sexual harassment include, but are not limited to,

- A female student repeatedly asks a male student out on a date when he has expressed he is not interested.
- A student worker tells her supervisor that she is not comfortable with him massaging her shoulders, but he continues to do so on numerous occasions and also makes comments about her attractiveness.
- A male graduate assistant in an economics course repeatedly makes disparaging comments about women such as "economics is a man's field" and "women don't have the capacity to understand."

Sexual Assault

Sexual assault is a general term that covers a broad range of inappropriate and/or unlawful conduct, including rape, sexual battery, and sexual coercion. As defined under California law, rape is nonconsensual sexual intercourse that involves the use or threat of force, violence, or immediate and unlawful bodily injury or threats of future retaliation and duress. Other examples of sexual assault include the following nonconsensual acts: oral copulation, anal intercourse, and penetration of the anal or vaginal area with a foreign object, including a finger. Sexual battery includes the nonconsensual touching of a person's intimate parts, or the clothing covering the immediate area of those parts, or forcing a person to touch another's intimate parts. Sexual coercion is the act of using pressure (including physical, verbal, or emotional pressure); alcohol; medications; drugs; or force to have sexual contact against someone's will or with someone who has already refused.

An individual is unable to provide consent to engage in sexual activity when the individual (1) is a minor (age 17 or under), (2) has a mental disorder

or developmental or physical disability that renders her or him incapable of giving knowing consent, (3) is unconscious, or (4) is incapacitated from alcohol or other drugs, and this condition was known or reasonably should have been known by the accused. "Incapacitated" means intoxicated to the point that the person is incapable of exercising the judgment required to decide whether to consent.

Campus Sexual Assault Resources

In an effort to reduce the risk of sexual assault occurring among its students, the University provides awareness and prevention programming. These outreach efforts are coordinated through the Counseling Center. For information, call (310) 506-4210 or visit community.pepperdine.edu/counselingcenter/sexualassaultresources. This site also includes additional resources and frequently asked questions about sexual assault. If a student is sexually assaulted,

1. The student should go to a safe place and speak with someone he or she trusts. The student should tell this person what happened. If there is any immediate danger, call Pepperdine's Department of Public Safety at (310) 506-4441 if on campus or 911 if off campus.
2. The student should consider securing immediate professional support to assist in the crisis. On- or off-campus options include
 - During office hours, contact the Pepperdine Counseling Center at (310) 506-4210, the Pepperdine Health Center at (310) 506-4316, or the Santa Monica Rape Treatment Center at (310) 319-4000.
 - After hours, if living on campus, the student should notify the residential advisor, student life advisor, resident director, or the Department of Public Safety at (310) 506-4441 who can typically help the student reach a confidential Pepperdine University counselor.
 - After hours, if living off campus or living on campus but prefer to use off-campus options, the student may call the Santa Monica Rape Treatment Center's 24-hour hotline: (310) 319-4000. When students contact the center, they should let them know if they are in need of transportation to and from the center, as free options are available.
3. For safety and well-being, immediate medical attention is encouraged to evaluate for physical injury, sexually transmitted diseases, and pregnancy. Further, being examined as soon as possible, ideally within 72 hours, is important for evidence collection, which may be used to support prosecution should the student decide immediately or later to pursue criminal charges. The Santa Monica Rape Treatment Center will arrange for a specific medical examination at no charge. To preserve evidence, it is best that the student does not bathe, shower, douche, or change clothes before that exam. Even if the student has already bathed, he or she is still encouraged to have prompt medical care. Additionally, students are encouraged to gather bedding, linens, or unlaundered clothing and any other pertinent articles that may be used for evidence.

4. Even after the immediate crisis has passed, the student should consider seeking support from the Pepperdine Counseling Center or the Santa Monica Rape Treatment Center.
5. The student should contact the Dean of Student Affairs Office at (310) 506-4472 if assistance with University-related concerns is needed, including academic issues (e.g., missed classes or exams or requesting extensions regarding course work) or on-campus housing issues (e.g., requesting that the offending student or the victim be moved to a different residence hall).
6. The student should report any concerns about retaliation to the Department of Public Safety or the Office of the Dean. Retaliation by any party is a serious offense and appropriate disciplinary action will be taken.

Immunity for Victims

Pepperdine encourages the reporting of sexual misconduct. Sometimes, victims are hesitant to report misconduct to college officials because they fear that they themselves may be charged with policy violations (such as visitation, underage drinking, or sexual activity) at the time of the incident. To encourage reporting, Pepperdine offers victims immunity from policy violations related to sexual misconduct.

Immunity for Good Samaritans

Pepperdine encourages students to offer assistance to other students in need, both on and off campus. When a student seeks medical assistance for a student in need, both parties will receive immunity from disciplinary action. This policy was created because students are sometimes hesitant to offer assistance to other students for fear that they themselves may be charged with policy violations (for example, an underage student who has been drinking might hesitate to get help from the Office of Public Safety or a residential advisor for someone who may be suffering from alcohol poisoning or might be hesitant to provide important information about a sexual assault incident).

Retaliation

The University prohibits retaliation against any individual who, in good faith, complains of discrimination, harassment, or sexual misconduct or assists in providing information about a complaint of discrimination, harassment, or sexual misconduct. Any individual who engages in retaliatory conduct in violation of this policy is subject to disciplinary action, up to and including dismissal from the University.

Reporting Discrimination, Harassment, Sexual Misconduct, and Retaliation

Any student who feels that he or she has been subjected to discrimination, harassment, sexual misconduct, or retaliation by another student should file a complaint pursuant to the procedures set forth in "Reporting Misconduct" under "Student Code of Conduct" in this section. Complaints regarding faculty, staff, and other nonstudents should be filed pursuant to the Nonacademic Student Grievance Procedure. In addition to the above reporting avenues, the

University's Title IX coordinators are available to also address questions or receive complaints concerning sexual misconduct:

Title IX Coordinator

For employees, guests, and contractors:

Edna Powell, Chief Business Officer

24255 Pacific Coast Highway

Malibu, California 90263

(310) 506-6464

edna.powell@pepperdine.edu

The Title IX coordinator is also responsible for the University's overall compliance with Title IX and oversees the deputy coordinators.

Title IX Deputy Coordinators

For students:

Tabatha Jones Jolivet, Associate Dean of Student Affairs, Seaver College

24255 Pacific Coast Highway

Malibu, California 90263

(310) 506-4472

tabatha.jones@pepperdine.edu

For athletics:

Brian Barrio, Associate Director of Compliance for Athletics

24255 Pacific Coast Highway

Malibu, California 90263

(310) 506-4150

brian.barrio@pepperdine.edu

Additional Reporting Information for Sexual Assault

Making the decision whether or not to report a sexual assault is the beginning of the process by which victims regain control over their lives. Though the reporting and judicial processes can be difficult, they are often worth the effort because victims feel empowered by bringing the assailants to justice. Reporting a sexual assault also may help to establish precedents that will aid other victims in the future.

Some students will choose to pursue criminal charges (i.e., through the police and criminal courts). Others will choose to pursue University judicial options, if the offender is a Pepperdine student. Some will choose both. Civil litigation is a third option that some victims choose. It is important that students understand their options as they make these decisions. Speaking confidentially with a counselor from the Pepperdine University Counseling Center or the Santa Monica Rape Treatment Center may be helpful as the student decides how to proceed.

For help in reporting the offense to local law enforcement, the student should call the Department of Public Safety at (310) 506-4700. It is important to understand that reporting the incident does not obligate the victim to press criminal charges. To pursue disciplinary action through the University, please contact the Dean of Student Affairs Office at (310) 506-4472 or the director of academic affairs at (310) 568-2384.

If the victim or another source identifies the alleged assailant, the Department of Public Safety will collaborate with local law enforcement in conducting an investigation. Support of the victim is the University's highest priority in these matters; therefore, the victim's wishes will always be taken into consideration. There are also community safety issues to be considered. Thus, if the offending student is perceived to be a potential threat to the victim or other students, the University may choose disciplinary action against the alleged offender regardless of whether the victim submits or wishes to pursue a complaint.

The University will make every effort to safeguard the identities of students who seek help and/or report sexual misconduct. While steps are taken to protect the privacy of victims, the University may need to investigate an incident and take action once an allegation is known, whether or not the student chooses to pursue a complaint.

Judicial Procedures in Sexual Misconduct Cases

Students accused of sexual misconduct will be subject to disciplinary proceedings, following the procedures set forth in "Disciplinary Procedures" under "Student Code of Conduct" in this section, with the following exceptions:

- The disciplinary committee will include only faculty and staff members, with a mix of both male and female members.
- The assistant dean for administration may accommodate concerns for the personal safety, well-being, and/or fears of confrontation of the reporting party, accused student, and/or other witnesses during the hearing by providing separate facilities and/or by permitting participation by telephone, video conferencing, written statement, or other means, where and as determined in the sole judgment of the assistant dean for administration to be appropriate.
- The reporting party and the accused are also entitled to the same opportunities during a student disciplinary committee hearing. At the hearing, both parties may call witnesses, ask questions, present relevant information, and give closing statements.
- Both parties may have an advisor present. The advisor must be a current student, faculty, or staff member of the University who was not involved in the incident. The advisor may not address the disciplinary committee. The role of the advisor is to accompany the student and advise him or her privately during the hearing process.
- Both parties will be informed in writing of the outcome of the disciplinary hearing and both parties may appeal the decision of the disciplinary committee based on the appeal criteria set forth in "Appeals Process" under "Student Code of Conduct" in this section.
- The disciplinary committee will render a decision within 60 days of the complaint being filed. However, there may be extenuating circumstances that render this time frame impractical. In such cases, decisions will be rendered as promptly as possible.

The University's actions are not dependent on the initiation or outcome of criminal charges. Disciplinary proceedings may be carried out prior to, simultaneously with, or following civil or criminal proceedings.

If sexual misconduct is found, the University will take steps to prevent recurrence and correct its discriminatory effect on the complainant and others, if appropriate.

Interim Remedies

If the assistant dean for administration or designee determines that continued close proximity or potential for unwanted interaction with the alleged offender might pose a threat to the victim, temporary action may occur. This action may include alternative living arrangements, exclusion of the alleged offender from various University properties or privileges, interim suspension of the accused pending a hearing, or other appropriate remedial actions.

Nonacademic Student Grievance Procedure

The purpose of this Nonacademic Student Grievance Procedure is to provide for the resolution of student grievances, including allegations of discrimination, harassment, and sexual misconduct, as well as the denial of reasonable accommodations to persons with disabilities (including whether the student is a qualified individual with a disability, the adequacy of the student's documentation regarding the student's disability, and decisions regarding the student's academic adjustment or auxiliary). This procedure is applicable to nonacademic student grievances filed against faculty, staff, or any nonstudent third party.

This procedure is designed to allow students to address complaints in a prompt, fair, consistent, and objective manner. Any act of reprisal by a University employee or by one acting on behalf of the University, including the intimidation of a grievant, respondent, or witness during the pendency of an investigation, will result in prompt disciplinary action.

This procedure shall not be used to bring frivolous or malicious complaints. If a complaint has been made in bad faith, disciplinary action may be taken against the person bringing the complaint.

Before initiating a formal grievance, a student has the option to discuss the matter in dispute with the person against whom the student has a grievance and seek a mutual resolution of concerns. The student may be encouraged to return to this informal level of resolution at any time during this procedure. It is the University's belief that most grievances can and will be resolved at this level. Students are not required to attempt informal resolution in sexual misconduct cases.

If an informal resolution does not result, the student must submit a complaint to the grievance officer to initiate a formal grievance. Initially the student's concerns may be communicated orally; however, they must be in

writing before any review or other action takes place.¹ This written complaint should be submitted as soon as possible after the student knows of the subject problem. The complaint should specify the University or Graziadio School policy, procedure, or norm violated and specifically set forth all relevant factual details.

The associate dean of academic affairs at the Graziadio school shall serve as the grievance officer concerning complaints against faculty, staff, or nonstudent third parties. The dean of the Graziadio School shall serve as the grievance officer concerning complaints about the associate dean, and in this instance, the provost will serve as the reviewing office if the case involves a request to appeal the grievance officer's decision. In matters involving complaints regarding the denial of an accommodation, the grievance officer will, to the extent practical, have the necessary training and knowledge or seek consultation, as appropriate, regarding the student's disability.

The grievance officer shall read the complaint, all relevant records or other factual information, and all University policies and procedures as may be necessary to determine whether the complainant's allegations warrant implementing the remainder of the procedures outlined below. If, for example, the allegations in the complaint, even if true, would not constitute a violation of a University policy, procedure, or norm, then the grievance officer should inform the student in writing that the student's allegations are not subject to the grievance process.

If the grievance officer determines that the allegations in the complaint do warrant further investigation and consideration, then the grievance officer shall forward, via certified U.S. mail, notice of the complaint and its substantive allegations to the person against whom the complaint is made ("respondent") and, if discrimination, harassment, or sexual misconduct is alleged, the University equal employment officer and/or applicable Title IX coordinator. This shall be done as soon as possible, but in no event later than 21 calendar days after the grievance officer receives the written complaint.

The respondent shall be given 14 calendar days from receipt of the complaint to return a written response to the grievance officer. Necessary extensions may be granted at the discretion of the grievance officer.

The grievance officer will initiate a reasonable investigation into the matter. The scope of any investigation shall be in the sole discretion of the grievance officer. The investigation may include, but is not limited to, meeting with the parties, talking with witnesses, and reviewing any supporting documents. In matters involving allegations of the denial of reasonable accommodations, the grievance officer should have (1) the necessary training or expertise to make a determination regarding the student's disability and/or the requested accommodation(s) and (2) the applicable University policies and procedures, including the scope of accommodations that should be provided to the student, which information can be obtained through consultation with the University Disability Services Office as necessary and appropriate.

1. Assistance will be provided to disabled students who are unable to write a complaint.

A student may elect to withdraw a complaint at any time; however, the University reserves the right to investigate all complaints where necessary to protect the interests of the University community.

If the grievance officer desires, he or she may appoint an ad hoc committee to assist in the investigation of the complaint and/or for advice concerning the handling of this matter. In such instances, the ad hoc committee should have the necessary training or expertise necessary to investigate the complaint and offer advice on the handling of the matter.

Within 21 business days of a receipt of the written response, the grievance officer shall make a decision by a preponderance of the evidence based on the written complaint, the response, and any other information the grievance officer determines is relevant. The decision shall be in writing and consist of factual findings, conclusions, and a remedy if one is appropriate. The grievance officer will provide a copy of the decision to all parties, and where discrimination, harassment, or sexual misconduct is alleged, to the University equal employment officer and/or Title IX coordinator.

Any party may submit a written request for appeal to the dean of the Graziadio School (“reviewing officer”) within 14 calendar days from the date of the decision. The request for appeal must specifically set forth all grounds for appeal. The nonappealing party must be given the opportunity to respond in writing to the request for appeal.

The reviewing officer shall be limited to addressing only the following questions:

1. Did the grievance officer consider all the important and appropriate facts in the investigation of this matter?
2. Did the student prove by a “preponderance of the evidence” (that is, more likely than not) that the person against whom the student has a grievance in fact violated a University policy, procedure, or norm or otherwise engaged in any unlawful or illegal activity?
3. Was the process carried out in a fair manner?
4. Was the decision one that a reasonable person might have made?
5. Was the grievance officer biased?

Within 15 business days from the date of receipt of the written appeal, the reviewing officer shall make a final decision based on the written complaint, the written response, the grievance officer’s written decision, the written request for appeal, and any written response to the request for appeal. The decision of the reviewing officer shall be final. The reviewing officer will provide a copy of the decision to all parties, and where discrimination, harassment, or sexual misconduct is alleged, to the University equal employment officer and/or Title IX coordinator.

All written decisions made and materials produced in connection with a grievance conducted under this procedure shall be retained by the grievance officer for seven years after graduation.

Provisions Subject to Change

The provisions of this catalog, including, but not limited to, rules of conduct, academic offerings and requirements, time for completion of degrees, and all financial charges, are subject to change at any time by Pepperdine University. It is anticipated that costs will increase in future years due to inflation, strengthened academic and extracurricular offerings, and/or other factors.

Security of Student Belongings

The University is not responsible for loss of, theft of, or damage to students' personal possessions. Theft and security concerns should be reported immediately to the Department of Public Safety. Students are responsible for their possessions while on University property and are encouraged to lock their rooms when they leave and to utilize laptop locks and other devices to safeguard their property while using University facilities. Residence hall lobby and suite doors must remain closed and locked at all times. Additionally, students are encouraged not to leave valuables unattended and unsecured. The University encourages students to obtain their own theft and casualty insurance. Such coverage may exist as part of parents' homeowner insurance policies or may be added for an additional fee. It is also recommended that students record the serial numbers of electronic devices such as laptop computers and digital cameras. Residents are encouraged to take valuables home with them during University breaks.

Smoking Policy

Purpose

Many within our community are calling for a smoke-free campus environment and a smoke-free work environment. Research demonstrates that tobacco smoke is a health hazard to both smokers and non-smokers. According to the Surgeon General, cigarette smoking is the leading preventable cause of illness and premature death in the United States. Non-smokers who are exposed to environmental (secondhand) smoke also face an increased risk of illness or disease as there is no safe amount of secondhand smoke—any exposure poses a health risk. The American Cancer Society estimates that secondhand smoke kills 46,000 people per year. A smoke-free campus policy at Pepperdine will reduce health hazards, and encourage healthy living, as well as reduce cigarette litter and the resultant risk of wildfire. As of 2011, nearly 141,000 cigarette-ignited fires occur in the United States each year.

Policy

All Pepperdine University campuses are smoke-free at all times and smoking is strictly prohibited with the exception of any limited, designated areas where

smoking may be permitted for some period while moving toward the goal of a 100% smoke-free campus. This prohibition includes but is not limited to the interior of University facilities, outdoor areas, and undeveloped property, as well as in any vehicle owned, leased, or operated by the University. Also, the sale, distribution, and advertisement of, or sponsorship by tobacco products is prohibited anywhere on campus, at University-sponsored events, or in publications produced by the University. This policy applies to all persons on a Pepperdine University campus.

Implementation

We at Pepperdine University acknowledge and respect the fact that certain individuals experience extreme difficulty in ceasing the habit of smoking. Consistent with our University mission and identity, we must avoid alienating community members, and treat those who smoke with respect, dignity, and care as we seek to implement and enforce this policy.

Cessation

Increased subsidized cessation programs will be made available to faculty, staff, and students. The University encourages participation in these programs. For more information, employees should call Human Resources, and students should call their dean's office.

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 those who smoke and those who do not. Informational rather than punitive enforcement is the intent of this policy. However, repeated violations of the smoking policy, such as smoking in an area other than at a designated smoking location, may result in intervention by the Department of Public Safety, discipline by the supervisor in the case of an employee, or discipline by the applicable dean's office in the case of a student.

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 includes 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 45 days after the request. Students further have the right, under

established procedures, to challenge the factual accuracy of the records and 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, student ID number, 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 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.

Student Theses, Dissertations, and Group Projects

Certain student academic works, including student theses, dissertations, and group projects, may be made accessible to the public in hard or electronic copy. Such works may be available in the University's libraries, public online databases and repositories maintained by the University, and by professors in their classes and off-campus presentations.

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 the Student Information and Services (Registrar's Office), Malibu, California 90263.

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, D.C. 20201. Students are encouraged to utilize the internal University grievance procedures to resolve complaints prior to contacting outside agencies.

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.

University Policy on Hazing

Pepperdine University is committed to the highest standards of scholarship, ethics, and Christian principles which strengthen lives for purpose, service, and leadership. Hazing is a violation of our core campus values, state and federal law, and basic human dignity. Therefore, Pepperdine is dedicated to a University community free of hazing.

Hazing is prohibited by state law and University policy. All students and members of campus organizations are required to fully comply with California's Code requirements on hazing and the University's regulations prohibiting hazing. California Penal Code section 245.6(b) (Matt's Law) provides a definition of hazing and prescribes misdemeanor and felony penalties. This would allow a person to bring a civil action for injury or damages against individuals who participate in the hazing or organizations that authorize, request, command, participate in, or ratify the hazing. "Hazing" means 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 in this state. The term "hazing" does not include customary athletic events or school-sanctioned events. Liability for hazing also extends to student organizations and not just to those who directly participated in the hazing acts. Pepperdine University prohibits any recognized student organization from engaging collectively or individually in hazing.

Specific examples include, but are not limited to, any of the following:

1. Any activity that is mandatory for new members only and is not educational in nature (e.g., performing personal chores or errands).
2. Such activities as new member-only scavenger hunts, new member ditches, and the like.
3. Compelling a person or group to remain at a certain place or transporting a person or group anywhere without their consent (road trips, kidnaps, etc.).
4. Expecting students to do anything exclusively “for the fun or entertainment of the members.”
5. All forms of physical activity not a part of an organized athletic contest and not specifically directed toward constructive work.
6. Conducting activities that prohibit adequate time for study.
7. Depriving students of sufficient sleep (six hours per day minimum), decent and edible meals, or access to means of maintaining bodily cleanliness.
8. Forcing, coercing, or permitting students to eat or drink foreign or unusual substances such as raw meat, salt water, onions, etc.
9. Applying foreign substances to the body, branding, tattooing, piercing, or other bodily alteration.
10. Carrying any items (shields, paddles, bricks, etc.) that serve no constructive purpose or that are designed to punish or embarrass the carrier.
11. Forcing, or allowing, students to dress in any unusual or awkward fashion. Nudity at any time.
12. Depriving students of “sense awareness” (sight, sound, etc.), which may cause mental and/or physical stress.
13. Misleading students in an effort to convince them that they will not attain full membership status, that they will be hurt during an initiation ceremony, or any other activity that would cause extreme mental stress.
14. Subjecting a person or group of people to verbal harassment.
 - Conducting “interrogations” or any other non-constructive questioning.
 - Disallowing students to talk for an extended period of time.
 - Forcing students to make monetary payments or incur extra expenses not included in general membership dues.

Disciplinary action at the University level is considered independent from other court proceedings and may be instituted against a student also charged in civil or criminal courts based on the same facts that constitute the alleged violation of the Code of Conduct. For more information on hazing, visit www.stophazing.org.

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.

Complaint Process

Pepperdine University takes very seriously complaints and concerns regarding the institution.

If a student has a complaint regarding the Graziadio School of Business and Management, the student may present a complaint or grievance according to the applicable policies and procedures found in this catalog.

If the student believes that their complaint or grievance warrants further attention after exhausting the procedures set forth in this catalog, you may contact:

The Western Association of Schools and Colleges (WASC) at www.wascenior.org/comments if your complaint is about the institution's compliance with academic program quality and accrediting standards. WASC is the academic accrediting body for Pepperdine University.

If the student believes that their complaint or grievance continues to warrant further consideration after exhausting the processes of either WASC or Pepperdine, the student may submit a complaint to the Attorney General of the State of California by filing a complaint form with the Public Inquiry Unit of the California State Department of Justice at:

Public Inquiry Unit: (800) 952-5225 (phone) or (916) 323-5341 (fax);
or on-line at ag.ca.gov/contact/complaint_form.php?cmplt=PL

The Attorney General's Office will review the process through which Pepperdine attempted to resolve your complaint. If the process complies with the University's written policies and procedures, the Attorney General's Office will, for the purposes of state oversight, consider the matter closed. If the Attorney General determines that the process through which the University attempted to resolve your complaint did not comply with the University's written policies and procedures, the Attorney General may request reconsideration by the Graziadio School of Business and Management.

Nothing in this disclosure limits any right that the student may have to seek civil or criminal legal action to resolve his or her complaints.

Pepperdine University has provided this disclosure in compliance with the requirements of the Higher Education Act of 1965, as amended, as regulated in CFR 34 §§ 600.9 and 668.43(b).







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◀ *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."*

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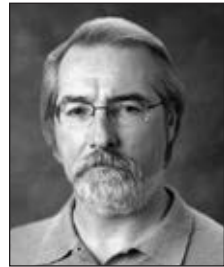
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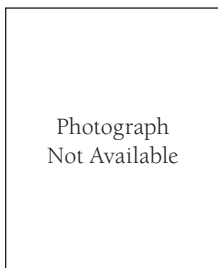
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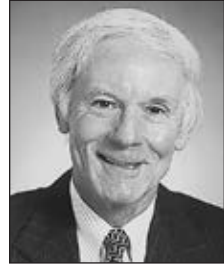
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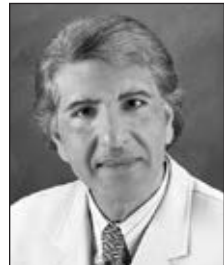
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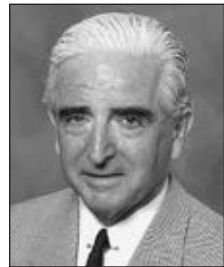
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INDEX



General Index

Academic and Administrative Counseling.....	27
Academic Calendar.....	4
Academic Credit.....	259
Academic Policies.....	257
Academic Programs.....	39
Academic Progress	
BSM.....	53
Executive MBA.....	197
IMBA.....	113
JD/MBA.....	113
Joint BS and IMBA.....	113
Joint BS and MBA.....	113
Joint BSM and MBA (MBAJ).....	67
MBA, Full-Time.....	113
MBA, Fully Employed.....	92
MBA, Online.....	102
MSA.....	113
MSAF.....	113
MSAF, Full-Time.....	113
MSAF, Fully Employed.....	73
MSEN.....	80
MSGB.....	113
MSML.....	86
MSOD.....	224
PKE MBA.....	213
Academic Services.....	26
Accreditation.....	18
Add/Drop Policy.....	258
Address.....	1
Administration	
Pepperdine University.....	318
The Graziadio School of Business and Management.....	318
Admission	
BSM.....	44
Executive MBA.....	196
General Information.....	237
International Students.....	240
Joint BS and IMBA.....	109
Joint BS and MBA.....	109
MBA, Full-Time.....	108
MBA, Fully Employed.....	91
MBAJ.....	62
MBA, Online.....	101
MSA.....	110

MSAF, Full-Time.....	110
MSAF, Fully Employed.....	72
MSEN.....	78
MSGB.....	110
MSML.....	84
MSOD.....	222
PKE MBA.....	212
Alcohol and Drug Counseling.....	27
Alumni Lifelong Learning Program.....	263
Alumni Relations.....	27
Application Procedures	
BS/IMBA.....	109
BSM.....	44
BS/MBA.....	109
Executive MBA.....	196
General Information.....	237
IMBA.....	109
JD/MBA.....	109
Joint BS and IMBA.....	109
Joint BS and MBA.....	109
MBA, Full-Time.....	108
MBA, Fully Employed.....	91
MBAJ.....	62
MBA, Online.....	101
MSA.....	110
MSAF, Full-Time.....	110
MSAF, Fully Employed.....	72
MSEN.....	78
MSGB.....	110
MSML.....	84
MSOD.....	222
PKE MBA.....	212
Assessment of Prior Learning (APL) Credit.....	47
Assistance for Students with Disabilities.....	28
Athletic Facilities.....	31
Attendance.....	258
Auditing a Course.....	259
Beta Gamma Sigma Honor Society.....	31
Board of Regents.....	310
Board of Visitors.....	315
Bookstores.....	31
Calendar.....	4
Campus and Facilities.....	20
Campus Security and Fire Safety Report.....	268
Career Services.....	31

Certificate Programs	
Corporate and Executive Education	230
Socially, Environmentally, and Ethically Responsible Business Practice (SEER)	149
Charges and Fees	244
Code of Academic Ethics for Students	268
College-Level Examination Program (CLEP/DANTE)	47
Complaint Process	306
Computer and Network Responsible Usage Policy	277
Computer Store	35
Concentrations	64, 90, 146
Continuation of Academic Programs	259
Corporate and Executive Education	230
Counseling	27, 303
Course Descriptions	
BSM	55
Executive MBA	200
Fully-Employed and Full-Time Programs	151
MSOD	226
PKE MBA	216
Course Load	
BSM	52
Full-Time Programs	112
MBAJ	63
Course Numbering	259
Course Requirements	
BS/IMBA	130
BSM	48
BS/MBA	128
Executive MBA	199
IMBA	126
JD/MBA	132
MBA, Full-Time	120
MBA, Fully Employed	95
MBAJ	63
MBA/MPP	134
MBA, Online	104
MSA	136
MSAF, Full-Time	138
MSAF, Fully Employed	75
MSEN	81
MSGB	144
MSML	87
MSOD	225
PKE MBA	215

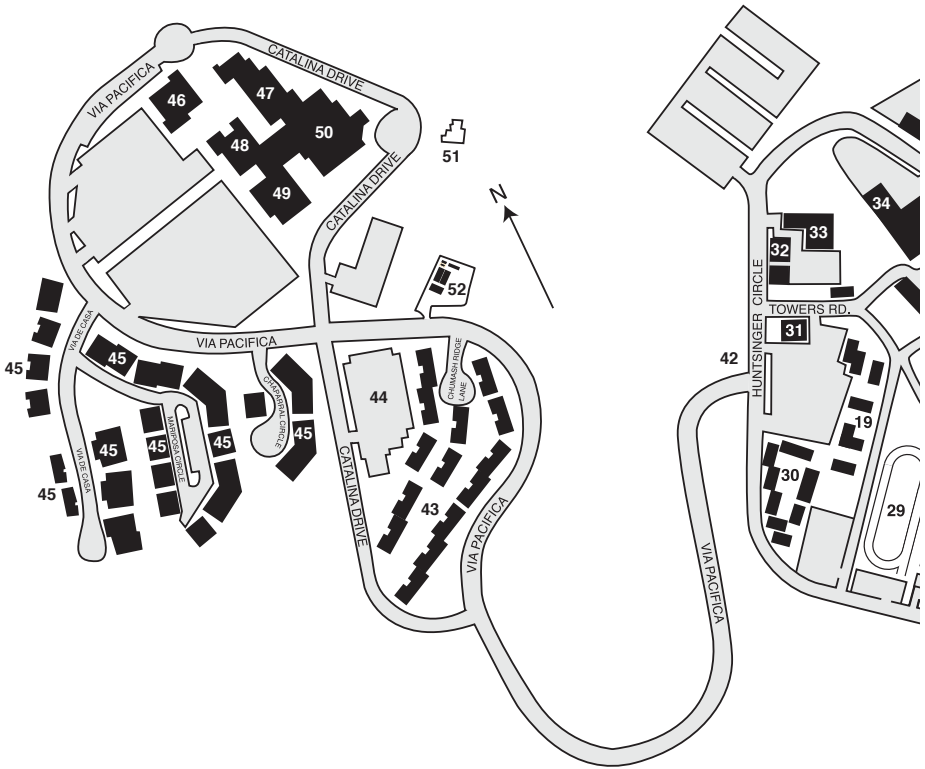
Cross-Registration	260
Dean's Message	7
Degrees Offered	
Bachelor of Science in Management (BSM)	42
International Master of Business Administration	115
Joint Bachelor of Science and International Master of Business Administration (BS/IMBA)	116
Joint Bachelor of Science and Master of Business Administration (BS/MBA)	116
Joint Bachelor of Science in Management and Master of Business Administration (MBAJ)	60
Joint Juris Doctor and Master of Business Administration (JD/MBA)	117
Joint Master of Business Administration and Master of Public Policy (MBA/MPP)	117, 134
Master of Business Administration, Executive (EMBA)	192
Master of Business Administration (Full-Time MBA)	115
Master of Business Administration (Fully Employed MBA)	88
Master of Business Administration, Presidents and Key Executives (PKE MBA)	206
Master of Science in Accounting (MSA)	118
Master of Science in Applied Finance (Full-Time MSAF)	118
Master of Science in Applied Finance (Fully Employed MSAF)	70
Master of Science in Business Administration (Online MBA)	100
Master of Science in Entrepreneurship (MSEN)	76
Master of Science in Global Business (MSGB)	118
Master of Science in Management and Leadership (MSML)	82
Master of Science in Organization Development (MSOD)	220
Disabled Student Assistance	28
Discrimination, Harassment, and Sexual Misconduct Policy	290
E-Learning and Online Resources	32
Enrollment Verification	261
Faculty	320
Fast-Track Fully Employed MBA Option	93
Fees	244
Financial Aid	
Full-Time Programs	111
General Information	32, 253
Financial Assistance	32, 240, 250
Financial Information	243
Full-Time and Part-Time Student Status	261
General Academic Policies	257
General Information	9, 17
Global Business Intensive Courses	44, 61, 90, 100

Grading System	260
Graduate Campuses	20
Graduate School of Education and Psychology	12
Graduation Application	262
Graziadio School of Business and Management	11, 16, 18
Health Center	34
Health Insurance	32
History	
Graziadio School of Business and Management	18
University	10
Honor Society, Beta Gamma Sigma	31
Information Technology Services	33
Intent to Graduate	262
International Students Services	34, 240
Involuntary Military Service	262
Learning Objectives and Teaching Philosophy	19
Leave of Absence (EMBA)	198
Leave of Absence (Full-Time Program)	112
Leave of Absence (Fully Employed Program)	52, 63, 73, 79, 85, 92, 102
Leave of Absence (PKE)	214
Legal Notices	267
Libraries	33
Life Regents	311
Mailing Address	1
Malibu Campus	21
Maps	20, 354
“MBA Plus” Alumni Lifelong Learning Program	263
Military Experience Credit	47
Military Service	47, 238, 262
Military Service Schools	47
Mission Statement	
The Graziadio School of Business and Management	16
Nonacademic Student Grievance Procedure	296
Office of International Student Services	34
Payment Options	248
Payment Policies	246
Pearson Test of English (PTE)	110
Plagiarism	268

Policies	
Academic Policies	257
Add/Drop Policy.....	258
Admission Policies.....	237
Code of Academic Ethics for Students.....	268
Computer and Network Responsible Usage Policy.....	277
Exceptions to Policy.....	54, 68, 74, 81, 86, 95, 103
Hazing Policy.....	304
Payment Policies.....	246
Refund Policies.....	250
Smoking Policy.....	299
Student Records Policy.....	300
Substance Abuse Policy.....	302
President's Message	6
Probation	
BSM.....	53
Executive MBA.....	198
IMBA.....	63
JD/MBA	113
Joint BS and IMBA	113
Joint BS and MBA	113
Joint BSM and MBA (MBAJ)	67
MBA, Full-Time.....	113
MBA, Fully Employed.....	92
MBA, Online.....	102
MSA.....	113
MSAF.....	113
MSAF, Full-Time.....	113
MSAF, Fully Employed.....	73
MSEN.....	80
MSGB.....	113
MSML.....	86
MSOD.....	224
PKE MBA	213
Psychological and Educational Clinic.....	34
Readmission	237, 238
Regents	310
Registration	263
Regulations	
Legal Notices	267
Second Bachelor's Degree	242
Second Master's Degree.....	242
Use of the University or School Name	306
Scholarships.....	255
School of Law.....	12

School of Public Policy	11
Seaver College	11
Security of Student Belongings	299
SEER: Socially, Environmentally, and Ethically Responsible	
Business Practice	149
Sexual Misconduct Policy	290
Smoking Policy	299
Student and Academic Services	26
Student Code of Conduct	278
Student Health Center	34
Student Health Insurance	32
Student Records Policy	300
Students with Disabilities, Assistance for	28
Study Abroad Program	44, 61, 62, 90, 100
Substance Abuse Policy	302
Tech Central	35
Technology Requirements	238
Test of English as a Foreign Language (TOEFL)	110
Time Limit	264
Transcripts	264
Transfer Admission Guarantee (TAG)	45
Transfer Work	
BSM	45, 47, 52
Full-Time Programs	112
MBA, Fully Employed	93
MBA, Online	103
Travel Agency	36
Tuition	244
University Board	312
University Code of Ethics	13
Veterans	
Admission	240
General Information	261
Veterans' Benefits	53
Waiver of Courses	
BSM	52
Full-Time Programs	112
MBA, Fully Employed	93
Withdrawal from Classes	264
Withdrawal from the University	265

PEPPERDINE UNIVERSITY

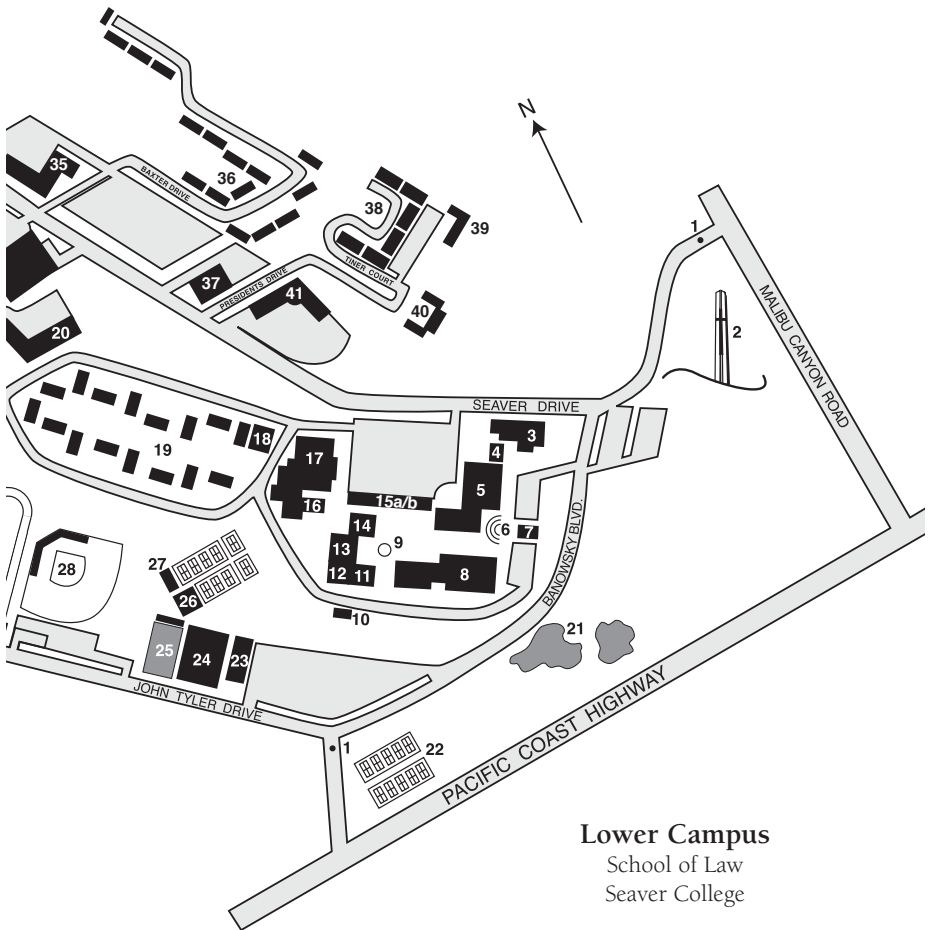


Drescher Graduate Campus

Graduate School of Education and Psychology
 Graziadio School of Business and Management
 School of Public Policy

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Information Booth 2. Phillips Theme Tower 3. Charles B. Thornton Administrative Center 4. Pendleton Computer Center 5. Huntsinger Academic Center
 Fletcher Jones Foundation Academic Computing Center
 Payson Library
 Pendleton Learning Center
 Tech Central 6. Amphitheatre 7. Stauffer Chapel 8. Tyler Campus Center
 Beaman Plaza
 Bookstore
 La Brea Bakery
 Nature's Edge convenience store
 Rockwell Dining Center
 Sandbar Student Lounge
 Student Counseling and Testing Center | <ol style="list-style-type: none"> 9. Mullin Town Square
 Adamson Plaza
 Biggers Family Courtyard
 Joslyn Plaza
 Scaife Terrace and Bridge 10. Stauffer Greenhouse 11. Rockwell Academic Center 12. Keck Science Center 13. Appleby American Studies Center 14. Elkins Auditorium 15a. Plaza Classrooms 15b. Plaza Terrace (rooftop) 16. Frederick R. Weisman Museum of Art 17. Cultural Arts Center
 Lindhurst Theatre
 Ahmanson Music Building
 Raitt Recital Hall
 Smothers Theatre 18. Howard A. White Center |
|--|--|

MALIBU CAMPUS



Lower Campus School of Law Seaver College

- | | |
|---|---|
| 19. Residence Halls
Housing and Residence Life | 36. Faculty/Staff Homes |
| 20. Rockwell Towers Residence Hall | 37. Seaver Academic Complex |
| 21. Alumni Park | 38. Faculty/Staff Homes |
| 22. Crest Tennis Courts | 39. Mallmann House |
| 23. Helen Field Heritage Hall | 40. Brock House |
| 24. Firestone Fieldhouse | 41. Center for Communication and Business
Public Safety |
| 25. Raleigh Runnels Memorial Pool | 42. Entrance to Drescher Graduate Campus |
| 26. Ralphs-Straus Tennis Center | 43. Student Residential Complex |
| 27. Harilela International Tennis Stadium | 44. Parking Structure |
| 28. Eddy D. Field Baseball Stadium | 45. Faculty/Staff Homes |
| 29. Stotsberg Track
Tari Frahm Rokus Field | 46. Young Center for the Graduate School of
Education and Psychology |
| 30. Lovernich Residential Complex | 47. Beckman Management Center, GSBM |
| 31. Student Health Center | 48. Braun Center for the School of Public Policy |
| 32. Mail Services | 49. Center for Learning and Technology |
| 33. Facilities Management and Planning | 50. Villa Graziadio Executive Center |
| 34. Odell McConnell Law Center | 51. Thomas E. Burnett, Jr., Heroes Garden |
| 35. George C. Page Residential Complex | 52. Construction and Campus Planning |

