QUINLAN SCHOOL OF BUSINESS
GRADUATE PROGRAMS

STUDENT HANDBOOK
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INTRODUCTION

This Student Handbook is a resource guide to help you:
Learn about Quinlan School of Business Graduate Programs;
Find information about offices, resources, facilities, and services that can support you; and
Understand important policies and procedures to help you successfully complete your degree program.

We produce the handbook so you have information you need all in one place. Updates to certain policies and procedures may be necessary from time to time and all students will be held to the most current academic policies and regulations.

Abbreviations:
(WTC) Water Tower Campus
(LSC) Lake Shore Campus

Revised June 2017 for Academic Year 2017-18.

Our Mission

We are Chicago’s Jesuit Catholic University—a diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice and faith.

Vision

Loyola University Chicago is the school of choice for those who wish to seek new knowledge in the service of humanity in a world-renowned urban center as members of a diverse learning community that values freedom of inquiry, the pursuit of truth and care for others.

Promise

Preparing People to Lead Extraordinary Lives.

Five Characteristics of a Jesuit Education:
• Commitment to excellence: Applying well-learned lessons and skills to achieve new ideas, better solutions and vital answers
• Faith in God and the religious experience: Promoting well-formed and strongly held beliefs in one’s faith tradition to deepen others’ relationships with God
• Service that promotes justice: Using learning and leadership in open-handed and generous ways to ensure freedom of inquiry, the pursuit of truth and care for others
• Values-based leadership: Ensuring a consistent focus on personal integrity, ethical behavior in business and in all professions, and the appropriate balance between justice and fairness
• Global awareness: Demonstrating an understanding that the world’s people and societies are interrelated and interdependent

At A Glance

Loyola University Chicago, a private university founded in 1870 as St. Ignatius College, is one of the nation’s largest Jesuit, Catholic Universities and the only one located in Chicago.

Loyola University Chicago is comprised of four campuses: Lake Shore (LSC), Water Tower (WTC), Health Sciences (HSC), and the John Felice Rome Center in Italy, and is home to ten schools and colleges: arts and sciences, business administration, communication, education, graduate studies, law, medicine, nursing, continuing and professional studies, and social work. Loyola also features course locations in Beijing, China; Saigon-Ho Chi Minh City, Vietnam; Vernon Hills, Illinois (Cuneo Mansion and Gardens); and a Retreat and Ecology Campus in Woodstock, Illinois.

Notice of Non-Discriminatory Policy

Loyola University of Chicago admits students without regard to their race, color, sex, age, national or ethnic origin, religion, sexual orientation, ancestry, military discharge or status, marital status, parental status, or any other protected status to all the rights, privileges, programs, and other activities generally accorded or made available to students at Loyola. Loyola University of Chicago does not discriminate on the basis of race, color, sex, age, national or ethnic origin, religion, sexual orientation, ancestry, military discharge or status, marital status, parental status, or any other protected status in administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other Loyola administered programs.

Otherwise qualified persons are not subject to discrimination on the basis of disability.
ADMISSION TO QUINLAN SCHOOL OF BUSINESS

Students must be admitted to the Quinlan School of Business prior to registering for any graduate level course. For most programs, students may apply and be admitted to begin studies in any of the four quarters.

The application and supporting materials must be submitted before the deadline date for the quarter of admission. Application Deadlines:

- Fall: July 15
- Winter: October 1
- Spring: January 15
- Summer: April 1

Quinlan Admission Requirements
The Quinlan Graduate Programs Admissions Committee evaluates an applicant’s academic and professional achievements through a careful review of the applicant’s previous academic record using official transcripts from all previous undergraduate institutions from which the applicant has earned academic credit, achievement scores on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), work experience, recommendations from two references (Optional), a resume, and application essay. A four-year bachelor's degree (or the equivalent, in the case of foreign institutions) from an accredited college or university is required, but the degree need not be in business. Work experience is not required to apply, but it is recommended that applicants have at least two to three years of professional work experience.

The GMAT or GRE
The Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) is required of certain degree programs. Applicants to certificate programs do not need the GMAT or GRE requirement. GMAT scores are valid for five years. Applicants are advised to take the GMAT at least four weeks prior to the application deadline to allow sufficient time for the admissions committee to receive scores. Registration materials and information about taking the computerized GMAT test can be found at www.mba.com.

Applicants holding a doctorate degree (e.g., PhD, MD, JD, or PharmD) can be waived from the GMAT.

International Applicants
Loyola welcomes applications from international students who have completed a four-year bachelor's degree or the equivalent (as judged by an approved international transcript evaluation agency). We recommend that international students begin the application process at least six months in advance of their intended start date.

In addition to completing the regular application procedures, applicants whose native language is not English or who have not graduated from a university that uses English as the primary language of instruction must take either the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). Test scores should be sent directly to Loyola University Chicago and are considered valid for two years. Our institutional code is 1412.

Currently, the minimum acceptable total score on the Internet-Based Test (IBT) of the TOEFL exam is 90. The minimum acceptable total score on the IELTS exam is 6.5.

How to Apply for Admission
To apply to the Quinlan School of Business Graduate Programs you must submit:
- A completed application form
- Official transcripts of all prior academic work
- Official GMAT or GRE score report (Please note programs that do not require the GMAT or GRE)
- Two letters of recommendation (Optional)
- Statement of purpose
- Resume
- A $50 application fee payable to Loyola University Chicago (waived for Loyola University Chicago alumni or for those completing the on-line application).

Application Forms
Applications are available online at: https://gpem.luc.edu/apply/.
TOEFL or IELTS test scores should be sent directly to Loyola University Chicago to the attention of:

**Graduate & Professional Enrollment Management**  
Loyola University Chicago  
820 N. Michigan Ave., Suite 800  
Chicago, IL 60611

Registration materials and information about the locations and dates for the TOEFL may be obtained at [www.ets.org/toefl](http://www.ets.org/toefl)

**International Conditional Admission Program (ICAP):**  
International applicants who score between 80-90 on the TOEFL (or IELTS 6.0-6.5), but meet all other admissions criteria may be offered admission through the International Conditional Admission Program (ICAP). Students offered conditional admission through ICAP must complete a language placement exam upon arrival to determine their English proficiency. The exam is administered by the Office of English Language Learning Program (ELLP). After completing the exam, students will be placed in appropriate English as Second Language (ESL) courses for 1-2 semesters and can begin business coursework only after successful completion of ESL coursework.

International students who have not received either their undergraduate or graduate degree from a U.S. college or university will also need to contact Educational Credential Evaluators (ECE) or Educational Perspectives in order to have their official transcripts evaluated on a course-by-course basis for equivalency as a component of their application.

After completion, ECE or Educational Perspectives should send the evaluation to Loyola University Chicago to the attention of:

**Graduate and Professional Enrollment Management**  
Loyola University Chicago  
820 N. Michigan Ave., Suite 800  
Chicago, IL 60611

**Deferring Admission**

Students who find it necessary to defer their admission start date should email [gradapp@luc.edu](mailto:gradapp@luc.edu). Students may defer up to one year (4 quarters). After that time, reapplication to the program is required.

**Non-Degree Seeking Students**

Non-degree seeking students must file a ‘Non-Degree’ admission application. This application includes:

- Resume
- Official Transcripts *(Showing GPA 3.0)*

- Non-degree Application

Students must meet any prerequisite course requirements for a course they wish to register for.

*In some Cases the committee will accept GPA below 3.0*

The non-degree-seeking option is for students who wish to sample classes before applying to a degree program, transfer credit to another institution, or obtain professional or personal enrichment.

Non-degree-seeking students may apply a maximum of 9 credit hours (3 courses) toward a degree at Quinlan. Admission as a non-degree-seeking student does not guarantee admission to a formal program. Should you decide to pursue a degree program, a new application and all supporting materials are required.

**Transfer Courses**

Applies to MBA degree students only. Newly-admitted students who have completed graduate courses at an AACSB-accredited school of business may be able to transfer up to three courses (Nine credit hours) toward their Loyola degree. Transfer courses are subject to review by the Assistant Dean of Quinlan Graduate Programs, must have been completed with a grade of B or better, must be appropriate to the student's degree program, and may not have been used toward the completion of another degree. Courses must have been completed within the last seven years to be considered for transfer credit. Transfer credit will be applied to the student's academic program, but grades will not be calculated in their Loyola grade point average.

Application for transfer credit must be made no later than the end of the first quarter of study at Quinlan. An official transcript should be accompanied by a course syllabus and catalog description.

Quinlan graduate students may not take outside courses toward a Quinlan graduate degree without the written approval of the Assistant Dean of Quinlan Graduate Programs. This option is reserved for students who move outside of the Chicago area, as students are prohibited from taking courses from other Chicago area business schools during their Loyola enrollment. However, the Jesuit Business School Network (JesuitMBA) transfer program allows special accommodations for students transferring from most Jesuit graduate schools of business.
Jesuit Multilateral Transfer Agreement
To assist students who are transferred to other cities before graduation, the MBA Program at Loyola University Chicago participates in the Multilateral MBA Agreement with a number of other MBA programs at Jesuit universities and affiliated institutions. Assuming that they meet the admission standards, Loyola University Chicago students can take courses at the participating institutions to complete the MBA degree. The institution at which the student earns more than 50 percent of the credit hours will award the degree.

Participating students are required to meet the admission requirements of the school to which they wish to transfer. Contact your MBA advisor to investigate the options available to you, determine how your present curriculum works with the transfer school’s curriculum, and begin the process.

For more information, go to www.jesuitmba.org or contact the Quinlan Graduate Programs Office.

GETTING STARTED

New Student Check List

1. Confirm your acceptance.
   ✓ Send an e-mail to gradapp@luc.edu to confirm your intent to enroll.
   ✓ Check your e-mail frequently as you will receive important information and updates.

2. Visit the admitted student web site.
   ✓ Learn about housing, registration, financial aid, ID card, campus e-mail account, and important steps in the enrollment process.
     http://luc.edu/gpem/newadmit.shtml

3. Register for classes.
   ✓ Consult with your Academic Advisor or Program Director about course selection. (Required)
   ✓ The Loyola University User ID is sent to new students about 2 weeks prior to registration.
   ✓ Select your classes using LOCUS.

4. Explore financing options.
   ✓ You can also access information about financial assistance at https://luc.edu/finaid/graduate.shtml

5. Attend Q-Impact. (Required)
   ✓ See the web site for details and to RSVP at www.luc.edu/quinlan/mba/startmeup-orientation.shtml
   ✓ All new students are required to attend.

6. Begin classes!
   ✓ Check the Graduate Business Academic Calendar

7. Check your Loyola e-mail.
   ✓ Once the term begins, remember to use your Loyola e-mail address. Each week the Graduate Programs Office sends important announcements and reminders to your Loyola e-mail and professors will use this email for course updates.

8. Check the Quinlan web site.
   ✓ Become familiar with Quinlan, including faculty, staff, student organizations, calendar of events, Graduate student handbook, and key dates and deadlines.

Email Account
LUC email is through Microsoft Exchange and is accessible via the LUC webpage under “Links” in the upper right hand corner. All students are expected to use their LUC email and are responsible for the messages and information sent to your LUC email. Announcements regarding registration, class
assignments, student events, graduation, and other valuable information will be communicated through LUC e-mail.

If you would like to re-route Loyola email to another account, see the Information Technology Services website for instructions: [www.luc.edu/its/pam.shtml](http://www.luc.edu/its/pam.shtml).

**Health Insurance**

Graduate students registered for 8 or more hours will automatically be enrolled in the university health insurance program unless they provide proof of other health insurance coverage. If you are taking less than 8 hours and want to enroll in the health insurance, you must opt-in by the deadline. If you covered under another medical insurance plan or have an individual policy in place, then you must complete a waiver to opt out of the plan to avoid unwanted charges on your tuition bill. If you do not waive the insurance by the deadline, it is understood that you are choosing to enroll in an insurance program. Your money will not be refunded. If you have your own insurance already or are covered under your parent's plan, you may waive out of Loyola’s Student Health Insurance by providing proof of the other coverage. Log on to LOCUS and click on “Student Health Insurance” in the “Campus Finances” section. Submit the electronic waiver by October 1st for the Fall term and February 28th for the Spring and the insurance charge will be waived from your account.

For additional information and consultation, contact:
Office of the Bursar
312-915-6160
[www.luc.edu/bursar](http://www.luc.edu/bursar)

**New student Orientation**

Q Impact is an opportunity for us to welcome you to the Quinlan School of Business and to orient you, as a new student, to Graduate Business programs, benefits, and opportunities. Faculty, staff, and current students will be on hand to provide valuable resource information and to answer any questions you have before commencing your graduate program. The orientation will also provide new students the opportunity to network and socialize. New students are required to attend Q Impact.

[www.luc.edu/quinlan/mba/startmeup-orientation.shtml](http://www.luc.edu/quinlan/mba/startmeup-orientation.shtml)

Students in the Executive MBA and MBA-HCM hold orientations for their programs.

**Required Proof of Immunization**

Proof of immunity is an Illinois state requirement. All Loyola students enrolled in seven or more credit hours must complete the two-step process to verify proof of immunity. Incomplete immunization information will block access to registering or changing classes. All students must submit immunization requirements into LOCUS and submit supporting documents to the Wellness Center before the 10th day of the term.

Failure to provide timely information will result in a $50 Non-compliance fee, that may be applied to your account. The Non-compliance fee is non-refundable, and will not be removed even after immunization information is completed. Immunization requirements must be submitted, even if non-compliance fee was applied, in order to register for class or make a change to your registration. Please be sure that the immunization dates on your immunization information form match the dates that you enter into LOCUS. Students who enter dates into LOCUS that do not match the supporting documents will be considered non-compliant and may be assessed the $50.00 fee. All documents are checked and validated by the Wellness Center staff.

Students living in University-owned housing will not be permitted to move in until the two-step process is complete. Until the proper documentation is submitted to the Health Services Department, those who do not comply will be blocked from making any changes in their registration for the current quarter and will be unable to register for courses the following quarter. In addition, a message will appear in LOCUS if you have an immunization block on your account. During registration, Wellness Center staff will be available to assist students in resolving the problem. The Wellness Center has the capability and is prepared to immunize students and remove the block instantly or to accept data, enter it into the computer and remove the block. Removal of the block can only be done by a Wellness Center staff member.

Additionally, it is highly recommended that students consider receiving the Hepatitis B vaccination and having hospitalization insurance. An immunization form is available through the Wellness Center.

The two step document submission process includes first entering your immunizations on LOCUS, followed by submitting your official immunization records to the Wellness Center via fax, mail, or in person. The wellness Center does not accept scanned or emailed copies.

For additional information and consultation, contact:
Loyola University Chicago Wellness Center (WTC)
26 E. Pearson Suite 250
Chicago, IL 60611
312-915-6360
Fax: 312-915-6362
SAKAI
Faculty post syllabus, textbook information, and class assignments on SAKAI. Your University User ID will allow you to access SAKAI. A complete syllabus will be distributed by each professor during the first class meeting. All students are expected to check SAKAI to see if they need to complete any work before the first class period. If the course for which you have registered does not have an assignment listed, there is no first class assignment required.
SAKAI can be accessed by going to the Loyola University Chicago website upper right hand corner “LINKS” drop down box.
https://sakai.luc.edu/

Student ID Card
Put on a smile! After you have registered for your classes, you should obtain your student picture ID card at the Campus Card office. All students are required to carry their student ID cards with them at all times when they are on campus. You will not be able to enter university buildings or the library without your ID.

Student Services Desk in Corboy Law Center
25 E. Pearson Street, 1st floor lobby
Please call 312-915-7756 to obtain current office hours.
http://www.luc.edu/campuscard/

Text Books
Text books and related materials can be purchased at the Loyola University Bookstore, located at 26 E. Pearson Street, Baumhart Hall, 312-915-7420. The bookstore will have a complete list of required and recommended materials needed for each class.

University Universal ID (UID)
New students are automatically issued a Universal User ID (identification) and password. The UID will provide you with access to your Loyola email, SAKAI, LOCUS, computer labs, and technology applications.

The UID is emailed to new students about 2 to 3 weeks prior to their registration appointment.

For assistance with your user id or log in information, please contact:
Information Technology Services Help Desk
773-508-4ITS,
helpdesk@luc.edu
http://www.luc.edu/its/

U-Pass (CTA)
Graduate business students enrolled in 6 or more credit hours of Quinlan graduate-level courses are eligible for the CTA U-Pass. The quarterly, non-refundable fee is billed to the student account.
A University ID is required to pick up a U-Pass.
EMBA and MBA-HCM students are not included in the program.
WTC Distribution:
Terry Student Center (26 E Pearson Street, Baumhart Hall)
Phone: 312-915-6642
Fax: 312-915-7910
E-mail: upass@luc.edu
www.luc.edu/upass
COURSE PLANNING AND REGISTRATION

Academic Calendar
Students should consult the academic calendar online for registration dates, term start dates, deadlines for the add/drop period and course withdraw schedule.

Academic Advising
Academic advising at Quinlan begins when a student is admitted to a program of study and continues until graduation. During the initial advising meeting, students receive curriculum planners which outline their academic programs. Professional academic advisors are available to discuss a student’s curricular requirements, assist with course selection, answer questions and provide any needed guidance. Students are encouraged to consult with an academic advisor or program director throughout their programs to ensure that they are meeting their academic requirements as well as meeting their academic, professional and personal goals.

Academic Advising Information
Quinlan Graduate Programs office...312-915-6124
MBA-Healthcare Management...312-915-6965
Executive MBA...312-915-6780

Course Registration
All Loyola students register for classes using Loyola’s Online Connection to University Services (LOCUS). LOCUS is used to add or drop classes, perform course searches, view or print your class schedule, and print unofficial transcripts.

Registration instructions are available on LOCUS Help Links for students.

Registration occurs quarterly, and registration appointment times are staggered based on number of credit hours completed at Loyola. The Quinlan Graduate Programs office highly recommends that students register at their earliest appointment time, as courses tend to fill up quickly.

If you wish to discuss your course selections and curriculum, you may schedule an appointment with an academic advisor by calling the Quinlan Graduate Programs office at 312-915-6124. Advisors are available to answer questions about curriculum progression, course requirements, and prerequisites. Master of Science degree students should consult with their program director for course selections.

Faculty members are also available to provide advice for courses and for students in specialized master’s programs in their respective areas. Students are invited to speak with faculty members during their office hours or at a time arranged in advance by contacting the faculty member.

The maximum course load per quarter is four courses (12 hours).

Students are held to the add / drop schedule as posted on the Quinlan Graduate Programs Academic Calendar found online.

Course Schedules
Most Quinlan graduate courses meet one evening per week from 6:00 to 9:00 p.m., Monday through Thursday on the Water Tower Campus or in Vernon Hills. Quinlan also offers some courses on weekday mornings, Friday evenings, Saturday mornings, and Saturday afternoons. It is not possible, however, to complete a graduate program on the weekends. The Class Schedule may be obtained through LOCUS.

Registration Holds
Students are encouraged to check their Registration Holds summary listed under their Personal Portfolio on LOCUS prior to the start of registration to ensure that they’ll be able to register for courses. The Holds summary will describe the hold on a student’s account, usually a Financial Hold or an Immunization Hold. If you discover a hold on your account, please contact the appropriate office (the Bursar’s Office for financial holds; the Wellness Center for immunization holds) to discuss the steps needed to have the hold removed.

The Quinlan Graduate Programs office cannot override Financial or Immunization holds. Students must work with the appropriate office in order to remove the registration hold before they can register.

Closed Courses
Students may request to be added to a closed course. Priority is given to students who need the course to graduate that quarter. All other considerations are based on class size, course structure, etc. Students should keep checking LOCUS to see if seats become available, or use the wait-list feature where applicable. The student is notified one or two weeks before the course begins if they were added or not.

Only the online request form is accepted. Please complete all information. Incomplete forms will not be considered.

All decisions on closed courses are made by the Graduate Programs office. Students should not petition the course instructor for enrollment.
Late Registration
Students who make their first registration for the term the first day of the quarter or later will be charged a late registration fee. Current fees for late registration can be found of the Office of the Bursar website.

Student may not add classes after the end of the official course registration period (the end of the first week of the term).

The Dean’s office will not add a course retroactively and, thus, grades will not be recorded for a course in which the student was not officially registered. Students attending a course for which they are not officially registered are in violation of University Policy.

Study Abroad Programs
Students whose career goals demand an intensive grounding in international business can take advantage of our study abroad programs. Since each session is compressed into a two week block, both part-time and full-time students have the opportunity to attend. Past courses have focused on issues such as international management, the European Union, strategic marketing in Europe, international business ethics, global sustainable development and emerging markets.

In addition to Loyola’s unique two-week programs, MBA students can attend overseas programs through the Association of Jesuit Colleges and Universities. Sites for these fully accredited courses include Barcelona, Florence, Hong Kong, Paris, Tokyo, and Antwerp.

Withdrawal from a Course
Students can withdraw themselves from classes through LOCUS up to the week before finals. Please see the academic calendar for exact withdrawal dates. Tuition and fees are adjusted according to the following withdrawal schedule.

<table>
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<th>Credit Given</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>First and second week of term</td>
<td>100%</td>
</tr>
<tr>
<td>Third and fourth week of term</td>
<td>50%</td>
</tr>
<tr>
<td>Fifth week of term</td>
<td>20%</td>
</tr>
<tr>
<td>Sixth week of term</td>
<td>0%</td>
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If the resulting adjustment creates a credit balance on the student’s account, a refund will be credited to the student LOCUS bill.

After the first week of the quarter, students will receive a “W” on their transcripts for withdrawing from courses. Students may withdraw from courses up to one week before finals, and each student is responsible for confirming his or her successful withdrawal from a class. A grade of W is not computed into the cumulative grade point average. A grade of “W” indicates official withdrawal from a course with permission of the student’s dean through the allowed withdrawal period (see academic calendar for dates). The grade “W” is not counted in computation of academic standing as either attempted or earned credit hours, nor calculated in the grade point average. A grade of “WF” indicates withdrawal from a class without proper authorization at any time and is also assigned for withdrawal after the approval deadline (see academic calendar for dates). A course with “WF” is counted as attempted credit hours in the computation of academic standing and is calculated as “F” (0 credit points) in the grade point average. Please go to the Bursar’s Office website for additional information on Loyola’s withdrawal policy.
FINANCIAL INFORMATION

Tuition and Expenses
The Quinlan School of Business prides itself in providing the best education possible to its students. Graduates leave the university with a mastery of sophisticated business practices and techniques framed in an ethical and responsible leadership foundation based in Jesuit social teachings.

The most current tuition and fee schedule is available on the Bursar’s Office Web site:
http://www.luc.edu/bursar/tuition.shtml

Billing
After registering for classes, students are billed for the term’s tuition and fees on the fifteenth day of the month, with the balance due on the fifth day of the following month.

Students interested in a payment plan should contact the Bursar’s Office prior to the beginning of the term. Payment may be made by mail, in person at the Bursar’s Office, or online through the LOCUS system.

Credit card payments are offered for your convenience using the TouchNet Pay Path Tuition Payment Service through LOCUS online.

Students using employer’s tuition reimbursement program, a payment plan, or those who are veterans receiving military assistance must comply with the University’s payment requirements and due dates. Failure to comply will result in late payment fees. In addition, student registration will be blocked and transcripts and diplomas will be held until all bills have been fully paid.

Bursar Office
The Bursar Office assists students with billing, information on tuition and fees, installment plans, payment methods, and student insurance.

Lake Shore Campus
Sullivan Center for Student Services
6339 N. Sheridan Road, Suite 190
Phone: 773.508.7705
Fax: 773.508.8727
E-mail: bursar@luc.edu

Water Tower Campus
25 E. Pearson Street
Corboy Law Center, 1st floor
Phone: 312.915.6160
Fax: 312.915.6162
E-mail: bursar@luc.edu
www.luc.edu/bursar

Dean’s Merit Scholarship
In recognition of stellar academic performance, Quinlan School of Business automatically considers newly admitted students for a merit scholarship. Eligibility is generally determined by GPA and GMAT scores. Scholarships typically cover one or two Quinlan School of Business courses.

No additional paperwork is needed for consideration. Students are notified in their letter of admission if they were awarded a merit scholarship.

Awarded must use the scholarship in the term in which they are awarded and enroll in at least two Quinlan School of Business classes. Two-course scholarships are generally issued over two quarters.

Matriculation Fee
A one-time matriculation fee will be paid during the first term of enrollment and will automatically be posted to student’s account.

Certificate and non-degree students will not be charged a matriculation fee.

Office of Student Financial Assistance
The Financial Aid Office (FAO) works closely with students to provide financial assistance in the form of grants, scholarships, loans, and work-study from federal, state, and institutional resources. Students may rely on the Financial Aid Office to guide them through the financial assistance process by building customized assistance packages, highlighting appropriate sources of additional funding and answering questions about the financial assistance process in general.

Financial Aid Office
Sullivan Center for Student Services
6339 N. Sheridan Rd
Chicago, IL 60660
773.508.7704
E-mail: lufinaid@luc.edu
www.luc.edu/financialaid/

Payment Plans
Students in the Quinlan Graduate Business programs may choose to participate in installment plans established by the Bursar office. See Billing and Payment tab on Office of the Bursar webpage.

Veteran’s Educational Benefits
The Office of Student Financial Assistance (OSFA) participates in all applicable federal programs for veterans, servicepersons and their dependents. We encourage all persons that are potentially eligible for these benefits to
apply. However, the Department of Veteran Affairs (VA) or other agency, as appropriate, makes the final determination of eligibility. You must be a degree-seeking student (matriculated into an approved degree or certificate program) in order to receive these education benefits.

Note: Loyola University Chicago does not participate in the Illinois Veterans Grant (IVG) Program. IVG is only available at Illinois public institutions.

Contact the Loyola Office of Student Financial Assistance
E-mail: vetfinaid@luc.edu
http://www.luc.edu/finaid/specialprogramsarmedservices.shtml

ACADEMIC POLICIES

ACADEMIC POLICIES

Academic Grievance Procedure

Purpose
In order to provide a forum for the fair resolution of academic disputes involving individual student complaints of the appropriateness of course grades and accusations of academic dishonesty, the following procedure has been developed and will be applied to all cases involving Loyola students.

Students should be aware that in cases in which a grade is disputed, the grade will be changed by the dean only if the grading:

- is found to be in significant violation of clearly established written college policies or
- is a result of improper procedures or
- is found to be capricious. Capricious grading is the assignment of a grade to a student which is based partially or entirely on criteria other than the student’s performance in the course; based on standards different from those standards of grading applied to other students registered in the same course; or based on a substantial departure from the announced grading standards for the course.

Pre-Hearing Procedure
In all cases, a sincere attempt should be made by the student to resolve the problem by discussion with his/her professor.

If that attempt fails the student should make a written request for a hearing to the chairperson of the department within one month after the beginning of the following semester (excluding summer sessions). The request for a hearing must specify the nature of the dispute and the attempts to resolve the matter.

When a student is accused of plagiarism or dishonest examination behavior, the chairperson of the department may constitute a hearing board to review the evidence of academic dishonesty in those cases where the student denies that dishonesty occurred as well as to consider the imposition of additional sanctions beyond failure in the course.

Hearing Board
Each department shall have either a standing hearing board or have the means to constitute a hearing board for each dispute. Such boards will be chosen by the chairperson of the department and will consist of between three and five faculty members other than the faculty member involved or chairperson of the department. In smaller departments, board members may be members of different departments, and the
board members may be chosen by the dean of the appropriate school.

The chairperson of each hearing board shall be selected by the person who appoints the hearing board. The chairperson of the hearing board receives all requests for hearings from the department, sets the calendar, notifies all board members and involved parties of the dates and times of hearings and informs students by written notice of the recommendations of the board.

**Hearing Procedure**

After receiving a request for a hearing, the chairperson of the hearing board shall establish a date and time for the hearing and notify the student and faculty involved and the other members of the board in writing. The student will receive written notice of any charges of academic dishonesty to be considered.

The hearing will be held within two weeks of the receipt of the request for a hearing if practicable.

The hearing will be private and all persons present at the hearing will consider all information presented to be confidential. If, however, the student disseminates information disclosed during the hearing, the student’s interest in the confidentiality of the hearing will be deemed waived.

Both the student and the faculty member involved may request assistance in presenting his/her case at the hearing by any member of the university community other than an attorney. The individual must inform the chairperson of the hearing board of the names of his/her representatives and any witnesses before the hearing date.

Individuals appearing before the hearing board have the responsibility of presenting truthful information, and the board in reaching its decision will evaluate the credibility of the witnesses.

Presentation of evidence will only be made during the hearing. The board may address questions to any party or witness. Any party may present witnesses or other evidence. The conduct of the hearing is informal, and the board is not bound by rules of evidence or court procedures. Matters of procedure will be decided by the chairperson of the hearing board.

All decisions of the board will be determined by a majority vote of the members present. The student and faculty member involved will be informed in writing by the chairperson of the hearing board of the board’s decision within two weeks of the hearing.

**Appeal**

The student may appeal the decision of the hearing board in writing to the dean of the appropriate school within thirty days of notice of the hearing board’s decision. In cases of academic dishonesty where the student is enrolled in a school different from the one in which the course is taught, the deans of the two schools will review the appeal together. The dean or dean’s designee may approve, modify, or reverse the decision of the board and will notify the student of his/her decision within two weeks of receiving the appeal if practicable. In those cases where the appeal was heard by the dean’s designee, the student may have a final appeal to the dean if a request in writing is made within 30 days of the designee’s decision. The decision of the dean is final in all cases except expulsion. The sanction of expulsion for academic dishonesty may be imposed only by the Provost upon recommendation of the dean.

**Academic Integrity**

The basic commitment of a university is to search for and to communicate the truth as it is honestly perceived. The university could not accomplish its purpose in the absence of this demanding standard. To the extent that this standard is respected, a genuine learning community can exist. Students of this university are called upon to know, to respect, and to practice this standard of personal honesty.

Plagiarism is a serious form of violation of this standard. Plagiarism is the appropriation for gain of ideas, language, or work of another without sufficient public acknowledgement and appropriate citation that the material is not one’s own. It is true that every thought probably has been influenced to some degree by the thoughts and actions of others. Such influences can be thought of as affecting the ways we see things and express all thoughts. Plagiarism, however, involves the deliberate taking and use of specific words and ideas of others without proper acknowledgement of the sources.

The faculty and administration of Loyola University Chicago wish to make it clear that the following acts are regarded as serious violations of personal honesty and the academic ideal that binds the university into a learning community:

**Submitting as one’s own:**

- Material copied from a published source: print, internet, CD-ROM, audio, video, etc.
- Another person’s unpublished work or examination material.
- Allowing another or paying another to write or research a paper for one’s own benefit.
- Purchasing, acquiring, and using for course credit a pre-written paper.
The critical issue is to give proper recognition to other sources. To do so is both an act of personal, professional courtesy and of intellectual honesty.

Plagiarism on the part of a student in academic work or dishonest examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved. The chairperson may constitute a hearing board to consider the imposition of sanctions in addition to those imposed by the instructor, including a recommendation of expulsion, depending upon the seriousness of the misconduct.

Academic cheating is another serious act that violates academic integrity. Obtaining, distributing, or communicating examination materials prior to the scheduled examination without the consent of the teacher; providing information to or obtaining information from another student during the examination; attempting to change answers after the examination has been submitted; and falsifying medical or other documents to petition for excused absences all are violations of the integrity and honesty standards of the examination process.

In the case of multiple instances of academic dishonesty across departments, the academic dean of the student’s college may convene a hearing board. Students retain the right to appeal the decision of the hearing board to the academic dean of the college in which they are registered. The decision of the dean is final in all cases except expulsion. The sanction of expulsion for academic dishonesty may be imposed only by the Provost upon recommendation of the dean.

**Attendance Policy**

Class attendance is a critical component of a student’s educational success in the Quinlan School of Business. Prompt and regular attendance at all class meetings is expected. Because Quinlan graduate classes last for only 10 weeks and many involve group work with other students, class absences can be detrimental to the educational progress of the individual student and the other students in the class.

Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence. Students should consult their course syllabi and with their individual professors in order to ascertain specific course attendance policies.

**Auditing a Course**

Students may not attend any class for which they are not officially registered. Current students are not permitted to audit classes in the Quinlan School of Business. However, Quinlan alumni may register for and audit classes on a space-available basis.

**Credit Hours**

All Quinlan School of Business graduate courses are three credit hours. Internships carry between one to three credit hours.

**Full-Time and Part-Time Status**

The Quinlan graduate programs considers a full-time load to be three or four courses per quarter. Full-time status is granted to students taking two or more classes (6 hours or more) per quarter. Two courses (6 hours) constitute the minimum full-time load. Part-time students may take one or two classes per quarter (up to 6 hours). The maximum course load per quarter is four courses (12 hours).

**Continuing Status**

Graduate business students who do not attend classes for two consecutive quarters will lose their continuing status and will need to apply for readmission. Students who find it necessary to be out of school for two consecutive quarters will need to submit a Leave of Absence request to the Graduate Programs office. Under most circumstances, readmission within one year will be granted.

**Grading**

The official grades of record at Quinlan are: A, A-, B+, B, B-, C+, C, C-, D+, D, F, P, I, W, and WF. Grades of C and above are passing grades that signify increasing levels of achievement. The C grade signifies satisfactory work, while an A signifies excellent work. Grades of D and D+ signify unsatisfactory performance, but are nevertheless passing grades.

An F indicates unsatisfactory work for which no course credit will be granted. P indicates “pass” with credit. The P grade will not be computed in the student’s grade point average. Only internship courses and select Executive MBA courses are graded on a P/NP basis.

Pending approval of the instructor, students receiving an “I” Incomplete have until the end of the subsequent quarter to complete the work. Any outstanding “I” is automatically converted to “F”.

The GPA is a calculation of courses completed within the institution. Transfer courses are not calculated into the GPA.
Graduation
All students must complete a full graduation application in LOCUS according to specified deadlines to receive their diplomas at the end of the quarter in which they anticipate completing their degree.

Graduation Application Deadlines

Fall Term - July 1
Winter Term - July 1
Spring Term - December 1
Summer Term - December 1

After completing the online application, students will receive an email from the Quinlan Graduate Programs office confirming that their application was received and will also receive a graduation audit. This will be sent to your LUC email. It is the student’s responsibility to make sure he/she has met all requirements for his/her degree. If there is a discrepancy in the graduation audit and your records, you must contact the Quinlan Graduate Programs office immediately.

Students who do not apply by the deadline for the term in which they will complete degree requirements will not be eligible to receive their degree until the following term. Please note that LOCUS will not allow you to apply for the graduation term beyond the deadline. Late applicants must apply for the next available quarter.

All Quinlan graduates within the academic year are recognized at the Quinlan School of Business commencement ceremony in May of that year. All Fall, Winter, Spring, and Summer graduates will receive information about the ceremony via their LUC email. Details about the Commencement events may also be found at: www.luc.edu/commencement.

Diplomas are printed and sent by the Office of Registration and Records to the student permanent address within 4-6 weeks.

Good Academic Standing / Probationary Status

Students whose cumulative grade point average falls below 2.0 will be placed on academic probation. Students on probation must achieve a cumulative GPA of at least 2.33 (C) in the next block of three courses. Students achieving a 2.33 GPA as specified can be continued on probation until a cumulative GPA of 2.0 is earned. Probationary students earning less than 2.33 as previously specified will be dismissed. Students dismissed are not eligible for readmission. A student’s overall cumulative GPA must be greater than or equal to a 2.0 in order to be eligible for graduation.

Students admitted on probation must receive a “B” or higher in their first three courses in order to remain in the program.

Honors

Alpha Sigma Nu
Students exhibiting evidence of excellent scholarship, loyalty and service may be invited by the Quinlan School of Business and Loyola to apply for membership in Alpha Sigma Nu, the National Jesuit Honor Society. Qualified applicants are invited to apply in the spring, and selected applicants will be inducted in a ceremony in the fall.

Beta Gamma Sigma
Students who have completed more than half their degree program and are in the top 20% of their class are invited by the Quinlan School of Business to apply for Beta Gamma Sigma, the international Business Honors Society for AACSB schools. Membership induction ceremonies are held in fall and spring.

Dean’s Honors
Quinlan students graduating with a GPA of 4.0 will be recognized with High Dean’s Honors. Those with a GPA of 3.9 will earn Dean’s Honors. Certificates will be mailed to Dean’s Honors recipients after completion of their degrees.

The highest honor of the university, the President’s Medallion, is awarded to one student in the Quinlan School of Business who exemplifies the Jesuit ideal.

Internships

Internships will count toward a degree only if three internship credit hours are earned. Internship credit does not count toward a concentration. Students must apply for an internship through the Quinlan School of Business.

Students may select one, two, or three credit hours. The minimum number of working hours are: 1 credit – 40 hours; 2 credits – 80 hours; 3 credits – 120 hours.

International students applying for the CPT (Curricular Practical Training) should register for an internship course once CPT is approved through the Quinlan School of Business. Students will not be allowed to register for an internship after the open enrollment period has ended.

BSAD 501 - Open to students in the MBA, MSIMC, MSF, and MSA programs
HRER 415 - Open to students in the MSHR program, and is required for students with less than 3 years
**Leave of Absence**
Students who find it necessary to be out of school for two consecutive quarters will need to submit a Leave of Absence request to the Quinlan Graduate Programs office. Under most circumstances, readmission within one year will be considered.

**Quinlan School of Business Honor Code**
Quinlan School of Business has adopted an Honor Code which outlines the standards of academic integrity and professional behavior that are expected of all faculty, staff, and students, both undergraduate and graduate.

Students matriculating in the Quinlan School are expected to abide by the honor code.


**Time Limit for Completion of Quinlan Graduate Degree(s)**
Students in the Quinlan School of Business graduate degree programs will have a limit of five years to complete their degree. Students who are pursuing a specific dual degree should consult the Quinlan School of Business for particular time limits in which to complete the dual degree.

**Waived and/or Advanced Courses**
Applies to MBA students only. The Quinlan School of Business will review all undergraduate and graduate-level transcripts as part of the admission process. Students admitted to a Quinlan graduate program will receive a curriculum planner with a list of all courses required for the program to which they are admitted. Effective for students admitted Spring 2015 or after, a student who has completed an undergraduate or graduate course in a core area within the past seven years with a grade of B (or equivalent) or higher may be granted a waiver if determined appropriate by their academic advisor. A waiver of Econ 420 requires both a Macroeconomics and Microeconomics course with a “B” or higher within the last seven years. A maximum of four courses may be waived from the Fundamental Core. Additionally, a prerequisite of calculus is required but may be waived if previously completed with a grade of “B” or higher or may be taken at Loyola as part of the MBA degree. Students enrolled in the MSHR, MSF, MSIMC, MSSCM, MSISM, MSA, Executive MBA (E-MBA) or MBA in Health Care Management programs are not eligible for course waivers.

Students with a significant academic or professional background in business may be granted the opportunity to take advanced-level courses in place of the core courses. A maximum of four Fundamental Core courses may be advanced.

Course waivers and/or course advances are determined during the first academic advising appointment and must be finalized by the end of the student’s first quarter in the Quinlan School of Business.
Campus Card Office
The campus card is Loyola's official identification card and identifies all members of the Loyola community. Once a student is registered for classes, he/she can visit the Campus Card Office to be issued his/her campus card. The campus card grants access to some university buildings, such as Maguire Hall and Lewis Towers, and automatically provides access to the university shuttle bus and campus libraries. Additionally, other campus facilities (i.e. the Halas Recreation Center, the Parking Garages) use the campus card as a membership card to gain access. The campus card also acts as a pre-paid debit card with Rambler Bucks. The card can be used at on-campus dining facilities, either campus bookstore, vending machines, parking facilities, campus copy centers, select off-campus restaurants, along with numerous other locations.

Campus Card Office
6339 N. Sheridan Road, Sullivan Center, Rm. 198
Lake Shore Campus
Phone: 773-508-2273

Student Services Desk in Corboy Law Center
25 E. Pearson Street, 1st floor lobby
Water Tower Campus
Please call 312-915-7756 to obtain current office hours.
http://www.luc.edu/campuscard/

Disability Services
Services for Students with Disabilities (SSWD) serves students with disabilities by creating and fostering an accessible learning environment. We promote awareness of the needs of students with disabilities and encourage the Loyola community to respect and care for each individual.

Services for Students with Disabilities
Sullivan Center for Student Services, Room 260
Loyola University Chicago
6339 W. Sheridan Road
Phone: 773.508.3197
TTY: 773.508.2771
www.luc.edu/sswd/

Bookstore
The University Bookstore has locations at the Granada Center on the Lake Shore Campus and in Baumhart Hall at the Water Tower Campus. Loyola University Chicago merchandise as well as class materials will be available at the Bookstore location on the campus where the class is held.

Water Tower Bookstore

Business Career Services
Business Career Services is available to assist Quinlan students in making satisfying and informed career decisions, setting appropriate goals, and creating opportunities to help meet those goals. The practical decision-making and job search skills students learn will serve them throughout their life. Services provided include resume assistance, job search resources and online job banks, interview preparation, employer presentations and recruiting events, career fairs and workshops, networking receptions and career advising and assessment services. RamblerLink, a career management system, allows students and employers to interact. Career services are also available for alumni regardless of their year of graduation.

For information and to schedule an appointment with Business Career Staff:
Business Career Services
Quinlan School of Business
Schreiber Center first floor
(312) 915-7810
quinlancareers@luc.edu
www.LUC.edu/quinlancareers

Counseling (Wellness Center)
Individual counseling and group counseling for personal concerns or mental health counseling is a service available at the Wellness Center
Please see Wellness Center

Library Resources
Containing over 1.1 million volumes and 10,600 periodical subscriptions and providing access to 136 different electronic resources, the University libraries are ready to meet the research goals of Loyola's graduate programs. Graduate students have access to materials in Loyola's four libraries: Cudahy at the Lake Shore Campus, Lewis and Law at the Water Tower Campus and Health Science at the Medical Center Campus. At the Water Tower Campus, Lewis Library serves the Quinlan School of Business with a collection of over 160,000 titles, 1,700 periodical subscriptions, and a host of other resources. Among the electronic databases available to Quinlan students are ABI Inform, Academic Universe (Lexis/Nexis), Business and Company Resource Center, Dow Jones Interactive, and netLibrary. All current students have off-campus access to the library resources (with a valid ID and password).
Faculty level librarians provide professional reference and instruction services that include one-on-one research consultation. Library services such as Intercampus and Interlibrary loan allow students' access to resources not available to Lewis Library, while electronic reserves are making more and more course materials available directly from a student's computer. Students can reserve lockers and individual or group study rooms through the Circulation Desk.

Located in the 25 E. Pearson building, Lewis Library spans floors six through eleven. A favorite spot for students is an impressive two-story reading room with a wraparound mezzanine and panoramic view of the city. For more information, visit the University libraries Web site at http://libraries.luc.edu/.

**Loyola University Chicago Community Standards**
The Community Standards 2017-18 (formerly known as The Student Handbook) is a document that contains all the policies and procedures relating to the student conduct process, including the Student Code of Conduct and other important policies. The Community Standards applies to all Loyola students, as defined in the document.

**Information Technology Services**
Quinlan School of Business students have access to technology services including computer labs, email, desktop services, internet, and wireless, at both Loyola campuses. Staff assistance and documentation for a variety of programming and statistical packages are also available.

Students are encouraged to become familiar with Information Technologies and their services, which include short courses on using microcomputer programs.

For more information, visit www.LUC.edu/its/index.shtml

**Registrar**
- Change of Address
- Diplomas
- Transcripts

The Office of Registration and Records provides academic and enrollment services for faculty and students. These services include: scheduling, registration, recordkeeping and reporting. The office also assists external audiences such as employers seeking degree verification and alumni who request copies of their transcripts

*Office of Registration and Records*
Lewis Towers, Suite 510
820 N. Michigan Avenue

**Chicago, IL 60611**
Phone: 312.915.7221
E-mail: registrar@luc.edu
www.luc.edu/regrec/

**Schreiber Center**
The Schreiber Center is open from Monday to Saturday starting at 7:00. Closing hours can vary on the weekends. A student kitchen is available on the 2nd floor. Vending machines can be found on the 5th and 7th floors. Computers and printers can be found on the 5th, 6th and 7th floors. Study spaces can be found on all floors of the Schreiber Center. Breakout rooms for study groups can be booked by all students online at http://luc.edu/quinlan/resources/reservebreakoutroom/.

**Student Business Cards**
The Quinlan School of Business offers student business cards for current degree-seeking students. Students may use the cards to identify themselves as Loyola students when networking with potential employers. Order forms are available through the Quinlan Business Career Services. Fees and regulations are included on the order form.

**Student Services Desk (Campus Card Office)**
Once a student is registered for classes, he/she should visit the Campus Card Office to be issued his/her campus card.

The campus card automatically provides access to the university shuttle bus and campus libraries. Additionally, other campus facilities (i.e. the Halas Recreation Center, the Parking Garages) use the campus card as a membership card to gain access.

The campus card also houses student Meal Plans, and acts as a pre-paid debit card with Rambler Bucks. The card can be used at on-campus dining facilities, either campus bookstore, vending machines, parking facilities, campus copy centers, select off-campus restaurants, along with numerous other locations.

*Student Services Desk in Corboy Law Center*
25 E. Pearson Street, 1st floor lobby
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http://www.luc.edu/campuscard/

**Tutoring**
The Center for Tutoring & Academic Excellence offers free collaborative learning opportunities that include small group tutoring and tutor-led study halls to Loyola students. Groups of a minimum of three students for a particular topic are required to participate. The groups meet once a week through the end of the semester and are led by a peer tutor who has successfully completed study in the course material.
Students may also contact the Quinlan School of Business Graduate Programs Office with questions about tutoring at 312-915-6124.

**U-Pass (CTA)**
Quinlan School of Business graduate students enrolled in 6 or more credit hours of Quinlan graduate-level courses are eligible for the CTA U-Pass, which allows students unlimited use of CTA buses and trains while classes are in session and an opportunity to take advantage of everything Chicago has to offer.

There is a quarterly fee for the U-Pass, which is billed to the student. This fee is non-refundable. A University ID is required to pick up a U-Pass.

EMBA, MBA-HCM, and Vernon Hills students are not included in the program.

**Wellness Center**
At Loyola’s Wellness Center, you will find medical, mental health, and health education professionals committed to your well-being. Together, we work to create a strong, safe campus community so that every Loyola experience is successful.

**Writing Center**
At the Writing Center the goal is to help students of all levels of ability become better writers. Today’s academic writing environment is complex with the need to balance each writer’s viewpoints and experiences. With this in mind, the Writing Center offers writing assistance specific to each individual.

Tutors are available to help at any point of the writing process—from brainstorming, to organizing, to putting the final touches on a bibliography. Tutors do not "correct" papers; instead, they collaborate to provide assistance that is beneficial to their overall writing development.

**Center for Tutoring & Academic Excellence**
Sullivan Center for Student Services
1032 West Sheridan Road
Phone: 773.508.7708.
www.luc.edu/tutoring

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STUDENT LIFE

Campus Ministry
Campus Ministry welcomes all students, faculty and staff of all to the Loyola community. As part of a Catholic Jesuit University, Campus Ministry values faith and spirituality as essential components of education. Students are invited to celebrate their faith and discover its depth and richness by connecting with others, engaging in service opportunities and growing in spirituality. See Campus Ministry pages on LUC website [http://www.luc.edu/campusministry/](http://www.luc.edu/campusministry/).

Campus Safety
On-Campus Emergency Number: 44-911
Off-Campus Emergency Number: 911

The mission of the Loyola University Department of Campus Safety is to promote and maintain a safe and secure environment in which the University’s educational mission can be successful. Campus Safety provides safety tips, crime awareness techniques, and safety alerts. For more information, please visit [www.luc.edu/safety/](http://www.luc.edu/safety/).

Emergency Notification
Loyola University Chicago uses Loyola Alert, a special service to provide personalized, time-sensitive alerts to students, faculty, staff and other personnel at Loyola’s campuses in the event of unforeseen events or potentially life-threatening emergencies. Loyola Alert will immediately send messages to registered participants via the following communication channels:

- Voice messages to home phones/land lines and cell phones
- Text messages to cell phones
- Written messages to personal e-mail accounts

To ensure that you receive emergency information through Loyola Alert as quickly and directly as possible, or for more information, please visit [www.luc.edu/alert/](http://www.luc.edu/alert/).

Housing

Campus Housing
Baumhart Hall on the Water Tower Campus offers contemporary living in fully furnished apartments with spectacular city views. Live in the heart of the city at Pearson and Wabash, two blocks west of Chicago’s Magnificent Mile, and steps from CTA bus and el stops. Walk across the street to the Corboy Law Center and Law Library, Quinlan School of Business, University Library and classrooms, and Loyola University Museum of Art (LUMA).

Residence Life
Simpson Living Learning Center, Room 107
6333 N. Winthrop Ave.
Chicago, IL 60660
Phone: 773.508.3300
E-mail: res-life@luc.edu
[http://www.luc.edu/reslife/](http://www.luc.edu/reslife/)

Quinlan Calendar of Events
Learn about student activities, speaker series, networking event, and more via the online calendar. [www.luc.edu/quinlan/calendar_detail.html](http://www.luc.edu/quinlan/calendar_detail.html)

Recreation Facilities
The Fitness/Wellness program at Halas Recreation Center strives to provide a diverse selection of quality recreational activities for individuals to pursue fitness, wellness, and leisure opportunities which enhance their personal development and establish habits for a healthy lifestyle.

Students may purchase memberships at the Halas Recreation Center (LSC), or the WTC Fitness Studio located in the Terry Student Center (26 E Pearson Street, Baumhart Hall).

WTC Fitness Studio
312-915-7072
fitness@LUC.edu
[http://www.luc.edu/campusrec/](http://www.luc.edu/campusrec/)

Social Media
Facebook: [https://www.facebook.com/LoyolaQuinlan](https://www.facebook.com/LoyolaQuinlan)
Twitter: [https://twitter.com/LoyolaQuinlan](https://twitter.com/LoyolaQuinlan)
Linkedin: [http://linkd.in/UhE2ua](http://linkd.in/UhE2ua)
Instagram: [http://instagram.com/loyolaquinlan](http://instagram.com/loyolaquinlan)
YouTube: [https://www.youtube.com/loyolaquinlan](https://www.youtube.com/loyolaquinlan)

Student Organizations
Quinlan School of Business offers students a wide selection of student organizations to enhance, support, and promote the mission of Loyola. Through student organizations, students make life-long friendships, build professional networks, participate in service opportunities, develop leadership skills, gain opportunities for personal growth and focus on industry-specific topics and knowledge. Many graduate business student organizations have the distinction of being an official chapter of a national organization.

Association of Loyola Entrepreneurs
Graduate Marketing Association
Graduate Women in Business
Human Resource Student Association
LUC Net Impact
Quinlan Consulting Group
Quinlan Graduate Advisory Council
Quinlan Graduate Business Association
Quinlan Graduate International Club

Full details and contact information may be obtained on the Quinlan graduate webpages.

Note, graduate business students may also participate in campus wide student organizations and events, depending on membership criteria.

Transportation to the Water Tower Campus
Quinlan School of Business, located in downtown Chicago, is accessible by car, Loyola's shuttle bus, taxi, Metra rail system, or CTA public transportation. Campus maps are available at: www.luc.edu/campusmap.shtml

LOCATION:
Quinlan School of Business
Schreiber Center, 16 E Pearson Street
Chicago, Illinois, zip code 60611.

PARKING
There is no parking provided by Loyola at the Water Tower Campus. However, there are plenty of commercial parking garages in the neighborhood. If you want to park on the street, expect to drive around for a while, as meter parking is often occupied. Numerous parking lots and metered parking spaces surround the Water Tower Campus. Discounted parking may be available by using ticket validation machines that are located at the Corboy Law Center Security Desk (25 E Pearson Street).

For information concerning parking rates at local facilities, visit: http://www.luc.edu/campustransportation/generalinformation/watertowercampus/

LOYOLA SHUTTLE SERVICE

Loyola offers a free shuttle bus system that operates on a limited basis throughout the day and evening between the Lake Shore and the Water Tower Campus. Students who choose to live near the Lake Shore Campus will find the shuttle to be a fast link to the Water Tower Campus. During the Fall and Spring terms, an evening shuttle takes students to the Ogilvie and Union Station Metra lines. This shuttle departs around 25 E Pearson Street at 9:05 pm sharp. There is no shuttle service during breaks or summer quarter.

For additional information: http://www.luc.edu/campustransportation/services/shuttlebus/ervice/

TAXI
Traveling by Taxi: If you will be traveling by taxicab to the Water Tower Campus, instruct the driver to take you to 1 East Pearson Street, downtown, between State and Wabash Streets. Students can take taxicabs or the CTA Rapid Transit train from either of Chicago's main airports to the Water Tower Campus. If you prefer to take a taxi, both airports have taxi stands where there should be many available cabs. Cab fares to the Graduate School of Business from O'Hare and Midway Airports are approximately $45.

CTA
Traveling by CTA Rapid Transit: the Chicago Transit Authority (CTA) is Chicago’s public transportation provider. For information about buses, and subway trains (called the “L” for elevated), visit the CTA website at: www.transitchicago.com/. Students can take taxicabs or the CTA trains from either of Chicago’s main airports to the Water Tower Campus. If you prefer to take the CTA subway train, use the following directions:

AIRPORTS
From O'Hare International Airport by the “L”
On the lower level of O'Hare Airport, board the Blue Line/O'Hare-Forest Park train to downtown. At the Washington Street stop, change trains to the Red Line/Howard-Dan Ryan. This involves going down the stairs from the platform, walking through the tunnel and back up onto the Red Line's Washington stop. Look for the signs indicating "Northbound to Howard" and take the train to the Chicago stop. Use the northeast (NE) stairs to exit the station. Proceed two blocks east and one block north to campus. Fare is $2.25 per person.

From Midway International Airport by the “L”
Exit Midway Airport and proceed across the footbridge spanning Cicero Avenue to the Orange Line's Midway station. Take the Orange Line train into downtown. At the State & Lake stop, change trains to the subway Red Line/Howard-Dan Ryan. This involves exiting out special turnstiles on the platform
which will dispense a free, limited-time transfer. Exit the platform and walk south on State Street to the subway entrance, descend stairs and board train on the "Northbound to Howard" platform and take the train to the Chicago stop. Use the northeast (NE) stairs to exit the station. Proceed two blocks east and one block north to campus. Fare is $2.25 per person.

Go Airport Express has a special rate for University students and they are a safe and reliable service. Here is the link to the page for Universities and Campuses: www.airportexpress.com/service_to_from_universities

METRA
Many students choose to ride the Chicago rail system, the Metra, to get to and from the Water Tower Campus. You can check the Metra schedule to see if this is an option that will work for you. The schedule can be accessed at: www.metrarail.com/schedule.html
Newly admitted international students should contact the Office for International Programs (OIP) for important information about visa requirements (see below). All new F-1 and J-1 international students should contact OIP to obtain a Loyola University Chicago certificate of eligibility, either an I-20 or a DS-2019 form.

The Quinlan Graduate programs office holds events and workshops to assist students in their transition to Chicago, to help students in the business communication and classroom skills, and to enable international students to gain the most from their experience.

Office for International Programs (OIP)
Loyola’s Office for International Programs initiates the visa-application process and helps international students to adjust to living and studying in the United States. OIP staff advises international students and scholars on matters pertaining to their non-immigrant status. Information about visas, financial aid, taxes, change of immigration status, and many additional topics may be obtained at the International Programs’ Web site: www.luc.edu/oip/index.html.

To best serve you, you may attend our walk in hours or schedule an appointment with an advisor. More information about advisors and advising hours, as well as a link to our International Student Handbook can be found at http://www.luc.edu/iss/advising.shtml.

Please let us know if you have any questions during your visa application process or while you are at Loyola. We look forward to meeting you! The Office for International Programs also holds a special orientation for international students.

Office for International Programs
Loyola University Chicago
Sullivan Center for Student Services, Room 206
6339 N. Sheridan Rd.
Chicago, IL 60660
Phone: 773.508.3899
E-mail: iss@luc.edu, studyabroad@luc.edu, esl@luc.edu
http://www.luc.edu/oip/index.shtml

Quinlan Graduate International Club (Quinlan GIC)
The purpose of the organization is to serve as an organization to encourage participation and to help international students from different countries in their transition into the American system and culture by providing support in any way possible. Throughout the year, the organization holds academic and networking events, as well as its cultural and social activities to give opportunities for Quinlan Graduate students to interact with other graduate business students and international colleagues who have successfully integrated into the United States.

Quinlan Graduate Student Ambassadors
With the purpose of welcoming new international students to Quinlan School of Business graduate programs, the Graduate Student Ambassadors are current students who assist new international students as they transition to Chicago and Loyola University Chicago. Typical information includes how to find a place to live, transportation, graduate business courses, etc. Along the way, students make friends and build professional networks.

New international students should contact the graduate programs office at quinlangrad@luc.edu or Mark Law, Assistant Director, at mlaw1@luc.edu to become involved.

Quinlan International Student Seminar
For new students admitted to one of our graduate business programs for the fall quarter in August, we have an early-start International Student Success Skills Seminar designed to help students adjust to life in the United States.

The seminar focuses on the adjustment international students must make in transitioning to life in the US. A portion of the seminar is about cultural differences and how to navigate them. The remainder of the seminar addresses the difference in the US classroom to help foster academic success.

Current international students will also be present to welcome you to Chicago and help answer all your questions, show you around, and introduce you to others.
DEGREE PROGRAMS AND GRADUATE CERTIFICATES

The Quinlan School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International, the premier accrediting body for schools of business. The accounting programs have also achieved separate accounting accreditation from AACSB International.

DEGREE PROGRAMS AND REQUIREMENTS

Loyola’s Quinlan School of Business offers a Master of Business Administration (MBA) degree, a Master of Business Administration in Health Care Management (MBA-HCM) degree, a Master of Business Administration for Executives (MBA-E), and the. Quinlan also offers specialized Master of Science degrees in Accountancy (MSA), Finance (MSF), Human Resources (MSHR), Information Systems Management (MSISM), Integrated Marketing Communications (MSIMC) and Supply Chain Management (MSSCM). Various dual degree programs are also offered. An outline of the curriculum for each of the programs follows.

Master of Business Administration (MBA)

The Quinlan MBA is designed to provide a solid foundation in management and leadership skills and to develop responsible leaders. Completion of the MBA degree program requires between 14 and 18 courses. A maximum of four courses from the fundamental core can be waived for qualified students, depending on their academic background. Students also have the option to earn an area of concentration by choosing classes from an extensive list of advanced electives.

Requirements for the MBA

Prerequisite Knowledge:

ISSCM 400 Quantitative Methods
(May be waived if previously completed calculus with a grade of “B” or higher.)

FUNDAMENTAL CORE COURSES

ACCT 400 Financial Accounting for Business Decisions
MARK 460 Marketing Management
ISSCM 491 Managerial Statistics
ECON 420 Managerial Economics
FINC 450 Financial Management
HRER 417 Managing & Motivating in the Workplace
SCMG 480 Introduction to Operations Management

ETHICS COURSE

MGMT 441 Business Ethics or MGMT 446 Global Ethics

GLOBAL COURSE

ANALYTICS COURSE

Students choose one global course and one analytics course from a list of course options.

ADVANCED CORE

Students must complete one course in four of the following eight disciplines. Fundamental Core Courses do not apply here. One advanced core course must be a course from the applied learning area.

Accounting (ACCT), Economics (ECON), Finance (FINC), Human Resource and Employment Relations (HRER), Information Systems Management (INFS, including ISSCM 484), Management, (MGMT), Marketing (MARK), Operations Management (SCMG including ISSCM 484).

CONCLUDING INTEGRATIVE EXPERIENCE

MGMT 430 Strategy and Leadership

ELECTIVES/AREAS OF CONCENTRATION

Students may choose three upper level courses in one area of concentration for their degree (Accounting requires four courses). Students not wishing to concentrate may take these three courses from any area.

The MBA curriculum allows for only one area of concentration unless additional courses are completed. Students may earn more than one MBA concentration if additional required courses are completed before the degree is conferred.
Master of Business Administration in Health Care Management (MBA-HCM)

Quinlan’s specialized MBA in Health Care Management is designed to prepare health care professionals to be responsible leaders and effective managers in an increasingly complex and rapidly changing industry. Offered in a cohort format, this part-time MBA program consists of 17 courses. More than half of the curriculum is specific to the industry, allowing for more in depth study of critical issues. Students complete the program in two years, with only one day per week of class time. Courses are taught by faculty from Loyola’s nationally-recognized Quinlan School of Business, medical school, law school and nursing school. Students must apply and be accepted to this degree program in order to take the courses listed in the Advanced Leadership Core.

Requirements for the MBA-HCM

**FOUNDATIONAL CORE**
- ACCT 400 Financial Accounting for Business Decisions
- ECON 420 Managerial Economics
- ISSCM 491 Managerial Statistics
- HRER 417 Managing & Motivating in the Workplace
- FINC 450 Financial Management
- SCMG 480 Operations Management

**ADVANCED LEADERSHIP CORE**
- HCMT 505 Health Care Business Ethics
- HCMT 504 Health Care Policy & Regulations
- HCMT 508 Global Issues in Health Care Management
- HCMT 501 Health Care Accounting & Finance
- HCMT 502 Health Care Economics
- HCMT 509 Special Topics
- HCMT 510 Health Care Informatics
- HCMT 506 Health Care Law
- HCMT 507 Health Care Risk Management
- HCMT 511 Conflict Management & Negotiations
- HCMT 530 Capstone: Marketing / Strategic Management

For more information, contact:
Pamela R. McCoy, MBA
Associate Dean, Executive Programs
Quinlan School of Business
Phone: 312-915-6584
E-mail: pmccoy@luc.edu
Executive MBA
Loyola’s Executive MBA program is conducted at the Quinlan School of Business Water Tower Campus. This convenient location in the heart of the city, just steps from Michigan Avenue, is easily accessible to working professionals throughout the Chicagoland area.

The Loyola EMBA is a concise, 18-month general management program with 30 integrated courses. Classes meet every other Friday and Saturday during the day. The program also includes three one-week residency sessions in Chicago, and an international trip is an integral part of the program and offers you the opportunity to enhance your global business understanding.

For more information, contact:
Pamela R. McCoy, MBA
Associate Dean, Executive Programs
Quinlan School of Business
Phone: 312-915-6584
E-mail: pmccoy@luc.edu

Master of Science in Accountancy
The MSA program assures a foundation of courses in accounting and business administration, such as Accounting Principles I and II, Intermediate Accounting I and II, Auditing, Taxation, Commercial Law, Finance, Information Systems and Operations Management, Marketing, Statistics, and Strategy and Policy Management. Students may apply and be accepted into the MSA degree program before completing these prerequisite courses. Upon acceptance, new students will be advised about the appropriate prerequisites that need to be taken to complete the degree program.

REQUIREMENTS FOR THE MSA
The degree requirements for completion of the 12-course MSA degree program are:
Six accounting courses
MGMT 441 Business Ethics or MGMT 446 Global Ethics
Two MBA non-accounting elective courses
Three general elective courses (MBA and/or MSA)

For more information, contact:
Dr. Brian Stanko
Director, MSA Program
Phone: 312-915-7106
E-mail: bstanko@luc.edu
Master of Science in Business Data Analytics (MSBDA)

The one-year graduate degree program will prepare you to make informed business decisions based on a targeted analysis of the big data available to business today.

The MS in Business Data Analytics will provide you with specialized, hands-on knowledge of software tools and techniques for analyzing big data, statistical models, and their practical business application through real-world consulting projects.

The MS in Business Data Analytics has been granted a STEM designation because the curriculum includes courses in statistics, econometrics, computer programming and information systems, quantitative methods, and management science. Under this STEM classification, international students can extend their training in the U.S. by working in their field of study. Students can qualify for a 24-month OPT (Optional Practical Training) Extension, bringing the total OPT time granted to 36 months.

PREREQUISITE COURSEWORK (3):
ECON 420 Microeconomics
ACCT 400 Financial Accounting
BSAD 499 Business Core Essentials

FOUNDATIONAL COURSES (TAKEN IN COHORT)
INFS 491 Statistics
ISSCM 495/FINC 625 Forecasting Methods/ Econometrics
INFS 791/FINC 620 VBA Programming/ Algorithms
INFS 492 Database Systems
INFS 494 Data Mining
MGMT 441 Business Ethics or MGMT 446 Global Ethics

ELECTIVES (5) AND CAPSTONE (1)

Choose your five electives from the following three areas, with at least one elective from each of the areas.

AREA 1
Economics
ECON 522: Game Theory & Strategy
ECON 622: Derivative Securities
ECON 599: Business Fluctuations Forecasting

Finance
FINC 553: Portfolio Management
FINC 624: Interest Rate Risk Management
FINC 626: Credit Risk Management & Structured Finance
FINC 628: Valuation

AREA 2
Marketing
MARK 461: Research Methods in Marketing

MARK 569: Customer Analytics
MARK 599: Marketing Metrics

Management
HRER 490: Data-Driven Decision Making
MGMT 599: International Strategies for Multinational Enterprises

AREA 3
Information Systems
INFS 796: Data Warehousing
INFS 592: Data Visualization

Supply Chain Management
SCMG 480: Operations Management
SCMG 486: Global Supply Chain
SCMG 487: Purchasing Management
SCMG 488: Inventory Management
SCMG 489: Supply Chain Analytics

For more information, contact:
Dr. Steven Todd
Director, MSBDA Program
Phone: 312.915-7218
E-mail: stodd@luc.edu

Master of Science in Finance (MSF)

Quinlan’s MSF degree program provides professionals both a broad knowledge of finance and specialized expertise in either corporate finance, asset management, or risk management. Students gain the analytical skills necessary to solve complex financial problems and the technical ability to manage the finances and risks of modern enterprises.

The program utilizes the expertise of the Center for Risk Management and Corporate Governance, a Loyola center for excellence and joint venture between Loyola’s business and law school. Graduates emerge with a range of employment options, including work with corporate treasuries, banks and commercial lenders, investment banks, asset managers, insurance companies, private equity firms, real estate development and management companies, consultants, and large non-profit organizations.

Effective Fall 2016, completion of the Master of Science Finance program requires 12 courses, with additional prerequisite courses depending on academic background.

PREREQUISITE COURSEWORK (5):
The prerequisite requirement is met if you have completed a minimum of one undergraduate course (3 credit hours) of comparable content in the prerequisite subject area within the last seven years with a grade of B (or equivalent) or higher.
CALCULUS: MATH 131, MATH 161, or equivalent
ACCT 400 Financial Accounting for Business Decisions
ECON 420 Managerial Economics
ISSCM 491 Managerial Statistics
FINC 450 Financial Management

REQUIRED COURSEWORK (9 TOTAL)
FINC 452 Investment Management
FINC 620 Financial Mathematics and Modeling I
FINC 621 Financial Mathematics and Modeling II
FINC 622/ECON 622 Derivative Securities
FINC 624 Interest Rate Risk Management
FINC 625 Applied Econometrics
FINC 626 Credit Risk Management and Structured Finance
MGMT 441 Ethics or MGMT 448 Ethics of Finance or MGMT 446 Global Ethics
FINC 630 Finance Capstone Course

ELECTIVE COURSES (CHOOSE 3)
The electives span three career tracks: corporate finance (CFA), risk management (FRM/CAIA), and asset management (CFA/CAIA).

For more information, contact:
Dr. Tom Nohel
Director, MSF Program
Phone: 312-915-7065
E-mail: tnohel@luc.edu

Master of Science in Human Resources (MSHR)
Loyola’s Master of Science in Human Resources (MSHR) degree program is offered by the Institute of Human Resources and Employment Relations in the Quinlan School of Business. The MSHR degree program consists of a 12-course requirement for graduation. Applicants with less than three years of professional human resources work experience must take one additional internship and accompanying course, including an internship, for a total of 13 courses.

CORE REQUIREMENTS FOR THE MSHR
HRER 413 Compensation
HRER 418 Human Resource Law
HRER 422 Global Human Resource Management
HRER 429 Human Resource Development
HRER 462 Labor Management Relations
HRER 463 Staffing
HRER 490 Data Driven Decision Making in HRER
HRER 501 Performance Management
HRER 415 Internship (required for students with less than 3 years professional HR experience)
MGMT 441 Business Ethics or MGMT 446 Global Ethics

ELECTIVE COURSES

Students may prepare to obtain the Society for Human Resource Management certification while completing their degree by taking the following courses:
HRER 453 Incentive Pay and Employee Benefits
HRER 455 EEO Public Policy and Employer Practices and Policies
A total of three electives are required. A maximum of one may be taken from outside HRER. Effective Fall 2016, HRER 417 may be taken as an MSHR elective if completed in the first quarter of study only.

For more information, contact:
Dr. Dow Scott
Director, MSHR Program
Phone: 312-915-6597
E-mail: dscott@luc.edu
Master of Science in Information Systems Management (MSISM)

The Master of Science in Information Systems Management (MSISM) offers a unique blend of courses that combine a strong focus on business data analytics with the foundational skills needed to lead information systems projects and initiatives.

In this program, you will gain theoretical and practical knowledge, as well as hands-on experience, in database modeling and management, data preparation, data analysis and mining, data warehousing and visualization, information systems strategies, the development lifecycle, and project management, all while gaining experience with cutting-edge methodologies, tools, and technologies.

PREREQUISITE COURSEWORK (1):
ISSCM 491 Managerial Statistics

REQUIREMENTS FOR THE MSISM (12 TOTAL):
CORE COURSEWORK (3):
INFS 492 Database Systems
INFS 791 Excel Programming Using VBA
MGMT 441 Business Ethics or MGMT 446 Global Ethics

(CHOSE AT LEAST 6 FROM THE FOLLOWING):
INFS 493 Strategic Uses of IT
INFS 494 Data Mining
INFS 496 Systems Analysis and Design
INFS 592 Data Visualization
INFS 796 Data Warehousing
INFS 798 Quality in Systems Development
ISSCM 484 Project Management
ISSCM 495 Forecasting Methods
ISSCM 799 Special Topics: Requirements Analysis

CHOOSE UP TO THREE (3):
BSAD 443 Business Analytics
ECON /FINC 625 Applied Econometrics
HRER 490 Data-Driven Decision Making
MARK 461 Research Methods in Marketing
SCMG 486 Global Logistics
SCMG 489 Supply Chain Analytics
FINC 599 Special Topics: Analysis of Big Data in Python

For more information, contact:
Dr. Nenad Jukic
Director, MSISM Program
Phone: 312.915-6662
E-mail: njukic@luc.edu

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Master of Science in Integrated Marketing Communications (MSIMC)

Quinlan’s Master of Science in Integrated Marketing Communications (MSIMC) degree program provides a distinctive approach to the study of marketing and communications within a nationally ranked and accredited School of Business. The MSIMC degree program is specifically designed for students planning to specialize in marketing-related careers. Completion of the Integrated Marketing Communications program requires 12 courses, with additional prerequisite courses depending on academic background.

PREREQUISITE COURSEWORK (3):
MARK 460 Marketing Management
ISSCM 491 Managerial Statistics
HRER 417 Managing & Motivating in the Workplace

REQUIREMENTS FOR THE MSIMC (12 TOTAL):
CORE COURSEWORK (6):
MARK 467 Consumer Behavior (Taken prior to MARK 464)
MARK 464 Integrated Marketing Communications
MARK 461 Research Methods in Marketing
MARK 465 Global Marketing OR Study Abroad course
MARK 468 Digital Marketing
MGMT 441 Business Ethics or MGMT 446 Global Ethics

ELECTIVE COURSES (6):
Six elective courses related to integrated marketing communications are required. At least four of these courses must be taken within the marketing area. Up to two of these may be taken from the graduate business offerings outside marketing.

For more information, contact:
Eve Geroulis
Director, MSIMC Program
Phone: 312-915-7826
E-mail: egeroul@luc.edu
Master of Science in Supply Chain Management (MSSCM)

The Master of Science in Supply Chain Management (MSSCM) degree program focuses on the major areas of the industry, such as purchasing, transportation, logistics, distribution, and warehousing. Effective fall 2016, completion of the Master of Science in Supply Chain Management requires 12 courses, with additional prerequisite courses depending on academic background.

(NOTE: Effective Fall 2016, the code OPMG changes to SCMG and the code ISOM changes to ISSCM.)

PREREQUISITE COURSEWORK (2):
SCMG 480 Operations Management
ISSCM 491 Managerial Statistics

REQUIREMENTS FOR MSSCM (12 TOTAL):

CORE COURSEWORK (9):
SCMG 486 Global Logistics
SCMG 487 Purchasing Management
SCMG 488 Inventory Management
SCMG 489 Supply Chain Analytics
ISSCM 495 Forecasting & Demand Management
BSAD 443 Business Analytics
INFS 492 Database Systems
MGMT 441 Business Ethics or MGMT 446 Global Ethics
SCMG 589 Capstone Course

SPECIALIZED ELECTIVE COURSES (Select any 3 courses)
SCMG 481 Performance Improvement in Business Processes
SCMG 482 Lean Production Concepts and Practices
SCMG 483 Management of Service Operations
ISSCM 484 Project Management
INFS 493 Strategic Uses of IT
INFS 494 Data Mining
INFS 796 Data Warehousing
FINC 620 Financial Mathematics and Modeling
MGMT 573/574 Business Strategy/Corporate Strategy

For more information, contact:
Dr. Maciek Nowak
Director, MSSCM Program
Phone: 312-915-7654
E-mail: mnowak@luc.edu

MBA Dual Degree Programs
Quinlan School of Business offers dual degree programs that combine the MBA with specialized master’s programs within Quinlan, as well as graduate programs in nursing, law, and pharmacology.

Programs which combine the MBA degree with another specialty master’s degree within Quinlan include:
MBA/MSA, MBA/MSF, MBA/MSHR, MBA/MSIMC,
MBA/MSISM, MBA/MSSCM, and MBA/MSN

Each of the dual degree programs allows students to earn the two respective degrees in a shorter period of time than by completing them separately. New Quinlan graduate students may apply for the dual program of their interest on their initial application. Current students who are pursuing one program and would like to also pursue the second program should contact the Quinlan Graduate Programs office to learn more about admission requirements for acceptance into the second program.

Additional programs which combine the MBA degree with a degree from another Loyola program include:

JD/MBA
The Juris Doctorate/Master of Business Administration combined degree program allows students to earn the two respective degrees in a shorter period of time than by completing each separately. Students must apply and be accepted to both the Quinlan School of Business and the School of Law separately. Students normally begin the program by first being accepted into the School of Law and by then applying to the Quinlan School of Business near the end of their first year of law school. Students with an LSAT score of 158 or higher and who have a cumulative law school grade point average of at least 3.0 do not need to take the GMAT exam as a component of their application to Quinlan. Completion of the MBA degree program requires between 14 and 18 courses. Additionally, a prerequisite of calculus is required but may be waived if previously completed with a grade of “B” or higher or may be taken at Loyola as part of the MBA degree. A maximum of four courses from the fundamental core can be waived for qualified students, depending on their academic background. Students may also generally transfer nine credit hours from each program to the other program, as long as they complete at least 15 credit hours at Quinlan (generally five MBA courses) before they receive their law degree.

MSN/MBA
The Master of Science in Nursing/Master of Business Administration combined degree program allows students to earn the two respective degrees in a slightly shorter period of time than by completing each degree separately. Students must apply and be accepted to both the Quinlan School of Business and the School of Nursing separately. Students normally begin the program by first being accepted into the School of Nursing and then applying to the Quinlan School of
Business near the end of their first year of nursing school. Completion of the MBA degree program requires between 14 and 18 courses. Additionally, a prerequisite of calculus is required but may be waived if previously completed with a grade of “B” or higher or may be taken at Loyola as part of the MBA degree. A maximum of four courses from the fundamental core can be waived for qualified students, depending on their academic background. Students may also generally transfer approximately nine credit hours from each program to the other program.

MS PHARMACOLOGY/MBA
The Quinlan School of Business and the Department of Molecular Pharmacology and Therapeutics at the Loyola Medical Center offer a 2.5 year dual MBA and M.S. in Pharmacology degree. This program is especially designed for individuals who are planning a career in the pharmaceutical, biotechnology, or other health-related industries. The ability of our graduates to understand both the science and business aspects of developing and marketing a new product or therapy gives them a competitive advantage in obtaining a position in industry and advancing their careers. The dual degree program can be completed in a shorter period of time than if each degree were earned separately.

Students must be accepted into the Master of Science in Pharmacology before applying to the MBA program.

MS Dual Degree Programs
Students enrolled in a MS degree program may complete a 2nd MS Business degree. Up to three courses may be shared between the two degree programs. The three courses will be determined by the Graduate Programs office.

Undergraduate/Graduate Combined Degree Programs
The Quinlan School of Business offers dual degree programs which combine one of Quinlan’s master’s degrees with one of several Loyola undergraduate degrees found in both the Quinlan School of Business, as well as other colleges within Loyola. Each of the programs allows students to earn the two respective degrees in a slightly shorter period of time than completing them separately. Only students who have been accepted to a formal undergraduate/graduate dual degree program may enroll in MBA courses before they complete their undergraduate degree requirements.

BBA/MBA
The Bachelor of Business Administration/Master of Business Administration is an accelerated program which allows Loyola undergraduate business students to earn the two respective degrees in a slightly shorter period of time than by completing each separately. The program allows students to take up to two MBA courses in their senior year of undergraduate work. Completion of the MBA degree program requires between 14 and 18 courses. Additionally, a prerequisite of calculus is required but may be waived if previously completed with a grade of “B” or higher or may be taken at Loyola as part of the MBA degree. A maximum of four courses from the fundamental core can be waived for qualified students, depending on their academic background. A required undergraduate internship course (BSAD 351) must be completed before students may be admitted to the MBA program. The program requires a cumulative undergraduate grade point average of at least 3.2 in order for a student to be eligible for consideration. Students with a cumulative GPA of at least 3.2 do not need to take the GMAT or GRE exam.

BA/MSIMC
The Bachelor of Arts/Master of Science in Integrated Marketing Communications is an accelerated program which allows Loyola undergraduate public relations and advertising students to earn the two respective degrees in a slightly shorter period of time than by completing each separately. Students generally take two MSIMC courses during their senior year of undergraduate work, and students may be eligible to waive up to four MSIMC course requirements based on undergraduate courses taken and grades received in these courses. Students must complete the CMUN 396 undergraduate internship course (which is required for all Advertising/Public Relations majors to complete for their curriculum) before they may be accepted into the MSIMC program. The program requires a cumulative undergraduate grade point average of at least 3.5 in order for a student to be eligible for consideration.

BS/MBA
The Bachelor of Science/Master of Business Administration is an accelerated program which allows Loyola undergraduate biology students to earn the two respective degrees in a slightly shorter period of time than by completing each separately. There are currently three undergraduate Bachelor of Science programs which can be combined with the MBA: Biology, Environmental Science and Health Systems Management. Students may be eligible for course waivers based on their undergraduate courses taken and grades received in these courses. Specific requirements for each of the different BS/MBA programs should be discussed with their undergraduate department and with the Quinlan School of Business.

BBA/MSA
The Bachelor of Business Administration/Master of Science in Accountancy is very similar to the regular MSA program in
terms of structure. Loyola BBA students who complete their undergraduate degree with a cumulative grade point average of at least 3.5 will not need to take the GMAT, as long as their quarter of enrollment into the MSA program is no more than one year after their undergraduate graduation.

**BA/MSF; BS/MSF; BBA/MSF**

The Bachelor of Arts/Master of Science in Finance, Bachelor of Science/Master of Science in Finance, and Bachelor of Business Administration/Master of Science in Finance are accelerated programs which allow Loyola undergraduate students to earn the two respective degrees in a slightly shorter period of time than by completing each separately. Students generally take two MSF courses during their senior year of undergraduate work, and students may be eligible to waive up to four MSF course requirements based on undergraduate courses taken and grades received in these courses.

**CERTIFICATE PROGRAMS**

Graduate certificates offer students specialized, short-term opportunities to develop or expand their knowledge and skills in selected areas.

Applicants to these programs must submit the same materials as applicants applying to degree programs, minus the GMAT and GRE exam.

**Business Administration Certificate (MBA Primer)**

The Certificate in Business Administration is a graduate-level, five-course certificate program that prepares non-business graduate students to make sound business decisions across organizations and industries. Upon completion of this MBA Primer, students will have a comprehensive understanding of business fundamentals, yielding a solid business acumen that will enhance management skills and aid in strategic decision-making.

**REQUIREMENTS**

Students applying for this certificate must be current LUC graduate students in good academic standing, as verified by current program director. Students should have completed at least one term of study in their primary program in order to enable assessment of academic standing.

**COURSES**

The certificate requires completion of five courses.

**REQUIRED COURSES**

- ACCT 400 Financial Accounting for Decision Making
- ECON 420 Managerial Economics
- FINC 450 Financial Management
- HRER 417 Managing and Motivating in the Workplace
- MARK 460 Marketing Management

**PREREQUISITE COURSES** (which can possibly be satisfied by equivalent courses in primary program of study)

- ISSCM 400 Quantitative Methods (calculus primer)
- ISSCM 491 Managerial Statistics

For more information, contact:

Katherine Acles
Assistant Dean, Graduate Programs
Phone: 312.915.6124
E-mail: kacles@luc.edu
**Business Data Analytics Certificate**

The Certificate in Business Data Analytics is a graduate-level, five-course certificate that prepares professionals to derive value from data and understand the business implications. It provides an essential foundation for business professionals who need to acquire skills and credentials in business analytics.

**REQUIREMENTS**

Students applying for this certificate should have completed one course in statistics and have the U.S. equivalent of a BA or BS degree.

**COURSES**

The certificate requires completion of five courses. There are three required core courses and two electives, which may be selected to focus on specific application areas.

**REQUIRED COURSES**

- INFS 492 Database Systems (must be taken before 494 and 796)
- INFS 494 Data Mining
- INFS 796 Data Warehousing

**ELECTIVE COURSES (select 2)**

- BSAD 443 Business Analytics
- ECON / FINC 625 Applied Econometrics
- HRER 490 Data-Driven Decision Making
- INFS 592 Data Visualization
- ISSCM 495 Forecasting Methods
- MARK 461 Research Methods in Marketing
- FINC 599 Special Topics: Analysis of Big Data in Python

For more information, contact:
Dr. Nenad Jukic
Director, MSISM Program
Phone: 312.915-6662
E-mail: njukic@luc.edu

**Business Ethics Certificate**

The Graduate Certificate in Business Ethics has been developed as a flexible course of study, focusing on ethical issues in business and the challenges of managing corporate ethics programs.

Degree-seeking MBA and other graduate business students: qualify for the certificate by completing three business ethics courses in the Quinlan School of Business.

Non-degree-seeking students: qualify for the certificate after completing three business ethics courses and one additional Quinlan School of Business course that fits your interests and is approved for credit by the director of the program. All courses completed in the business ethics certificate program can be applied toward a Quinlan MBA degree.

**ETHICS COURSES**

- MGMT 441 Business Ethics
- MGMT 443 Environmental Ethics
- MGMT 446 International Business Ethics
- MGMT 447 Special Topics in Business Ethics
- MGMT 448 Ethics in Finance
- MGMT 479 Independent Study in Management

For more information, contact:
Quinlan Graduate Programs
Phone: 312.915.6124
E-mail: quinlangrad@luc.edu

**Human Resources and Employment Relations Certificate**

The certificate in human resources and employment relations is a graduate-level, five-course certificate that prepares professionals to create a more just and productive work environment, ultimately providing their companies with a competitive advantage through the people they hire.

It is an excellent specialization for students who are currently pursuing a Quinlan graduate degree, professionals with a business degree, or any professional who needs to understand employment processes and the legal implications of attracting, retaining, and motivating employees. Successful certificate program students come from a variety of backgrounds and undergraduate degrees.

**Prerequisite Course**

- HRER 417: Managing and Motivating in the Workplace

**Required Courses**

- HRER 463: Staffing
- HRER 413: Compensation
- HRER 462: Employment Relations
- HRER 429: Human Resource Development
- HRER 501: Performance Management or HRER 422: Global HR
Information Systems Certificate
The Certificate in Information Systems is a graduate-level, five-course certificate that provides business professionals with a basic foundation in information systems. It focuses on the relationship between the goals of the organization and its information system. Students will learn how to prioritize requirements to meet the goals and implement an information systems design that supports them.

REQUIREMENTS
Students applying for this certificate should have completed one course in statistics and have the U.S. equivalent of a BA or BS degree.

COURSES
The Certificate in Information Systems requires completion of five courses. There is one required core course, and four electives that focus on specific areas of interest.

REQUIRED COURSE (1)
INFS 492 Database Systems

ELECTIVE COURSES (SELECT 4)
INFS 493 Strategic Uses of IT
INFS 496 Systems Analysis and Design
INFS 791 Excel Programming Using VBA
INFS 798 Quality in Systems Development
ISSCM 484 Project Management
ISSCM 799 Special Topics: Requirements Analysis

For more information, contact:
Dr. Dow Scott
Phone: 312-915-6597
E-mail: dscott@luc.edu

Supply Chain Fundamentals Certificate
The Supply Chain Fundamentals Certificate is a graduate-level, five-course certificate that delivers an essential foundation in supply chain management. It provides the skills central to effective end-to-end Supply Chain Management, and indispensable insights for today’s supply chain professionals.

REQUIREMENTS
Students applying for this certificate should have completed one course in statistics and have the U.S. equivalent of a BA or BS degree.

COURSES
The certificate requires completion of five courses. Four of the courses are required, and one is elective.

REQUIRED COURSES (4)
SCMG 480 Operations Management
(This course can be waived, depending on academic background. If waived, the student would take an additional elective course)
SCMG 486 Global Logistics
SCMG 487 Purchasing Management
SCMG 488 Inventory Management

ELECTIVE COURSES (1)
ISSCM 484 Project Management
SCMG 481 Performance Improvement in Business Processes
SCMG 482 Lean Production Concepts and Practices
SCMG 483 Management of Service Operations
SCMG 489 Supply Chain Analytics

For more information, contact:
Dr. Nenad Jukic
Director, MSISM Program
Phone: 312-915-6662
E-mail: njukic@luc.edu
QUINLAN GRADUATE COURSE DESCRIPTIONS

All courses are three credit hours, unless otherwise indicated.

MBA FUNDAMENTAL CORE COURSES:

ACCT 400 Financial Accounting for Business Decisions
This course is an introduction to the accounting function that is used to measure and communicate business transactions. The focus is on understanding financial information to facilitate better decisions.

Students will be able to identify the impact of business transactions on the basic financial statement: the income statement, the statement of financial position, the cash flow statement, and the statement of changes in owners' equity. Students will also be able to demonstrate an understanding of financial statements and their implications on various business decisions.

ECON 420 Managerial Economics
PREREQUISITE: ISSCM 400
This course uses tools of economic analysis to understand demand, supply, profits, production, competition, pricing policies, business criteria for investment, output, and marketing decisions.

Students will be able to make critical managerial decisions with respect to output and pricing policies in different business and industrial environments.

FINC 450 Financial Management
CO-REQUISITE: ACCT 400
The goal of this course is to provide students with an understanding of managerial finance: valuation, capital investment, financing, capital structure, and business ethics as they relate to finance.

Students will demonstrate knowledge of financial analysis, time value of money, risk-reward, asset valuation, capital budgeting, capital structure, and working capital management.

HRER 417 Managing and Motivating in the Workplace
This course shows how organizational behavior and human resource theories and practices can enhance the effectiveness of individuals and organizations. Topics covered typically include leadership, motivation, organizational culture, group dynamics, conflict resolution, recruitment, selection, employee development, incentives, grievance procedures, and labor contracts.

Students will learn how to manage and motivate individuals in groups and organizations. Students will understand how management practices and employment policies and programs are applied within organizations to enhance performance and insure ethical and legal treatment of employees.

ISSCM 491 Managerial Statistics
The fundamentals of managerial statistics are presented. Topics may include descriptive statistics, random variables, probability distributions, estimation, hypothesis testing, regression, and correlation analysis. Statistical software is used to assist in the analysis of these problems.

Students will be able to demonstrate understanding of statistical thinking and data analysis technique for decision-making purposes.

MARK 460 Marketing Management
This course develops a broad understanding of the marketing principles that aid in the development of successful marketing strategies and marketing plans with special attention given to international and ethical considerations.

Students will use and apply marketing principles, strategic research, consumer analysis and target marketing to either a project or to case studies.

SCMG 480 Introduction to Operations Management
This course introduces concepts and methods for managing operations in manufacturing and service organizations. Topics typically include forecasting, capacity and aggregate planning, material requirements planning, scheduling, facility layout and location, inventory management, just-in-time, total quality management, project planning, and logistics.

Students will understand the basic issues and role of operations management in organizations and learn tools for problem-solving in operations management.

MGMT 441 Business Ethics
(May not be waived)
This course examines the ethical aspects of individual and corporate decision making in business and provides resources for making ethical decisions within the context of managerial practice. Students will be acquainted with the concepts and principles of ethical reasoning that have been developed in ethical theory; be aware of the specific ethical issues that arise in management and of the ways in which these issues are commonly analyzed; and be able to make sound ethical and managerial decisions and to implement those decisions within the context of an organization in a competitive marketplace.
ACCOUNTING

Accounting 401 | International Financial Reporting and Analysis
PREREQUISITE: ACCT 400
NOTE: THIS COURSE IS CLOSED TO MSA STUDENTS.
This course is an introduction to the international financial reporting standards and the country specific practices and history that underlie the application of these standards. The focus is on understanding the financial information provided by multinational and foreign companies to facilitate better decisions. Ethical issues surrounding proper disclosure and presentation will also be discussed.

ACCT 402 | Issues in Financial Reporting
PREREQUISITE: ACCT 400 OR EQUIVALENT
This course stresses research of selected accounting issues and uses the authoritative pronouncements to better understand financial accounting and reporting. The course structure includes lecture, class discussion, case analysis, and research of timely accounting issues. Group interaction is heavily emphasized.

Students will be able to demonstrate an understanding of the professional pronouncements as they relate to the recognition and measurement of selected accounting topics. Students will also be able to work as a team to research an accounting issue and professionally communicate their research findings.

ACCT 403 | Federal Income Taxes and Business Decisions
PREREQUISITE: ACCT 400 OR EQUIVALENT
This course surveys the federal income tax, with an emphasis on fundamental concepts and rules, the key tax and non-tax consequences of operating a business in various organizational forms, and tax planning opportunities and problems.

Students will be able to demonstrate a basic core of knowledge concerning the federal income tax as it applies to business entities; incorporate tax costs and tax savings into calculations of net present value of cash flows; identify optimal formats for operating a business; and recognize the tax planning opportunities or problems inherent in common business transactions.

ACCT 404 | Financial Statement Analysis
PREREQUISITE: ACCT 400 OR EQUIVALENT
This course evaluates the information contained in financial statements, footnotes, and management discussion and analysis for its usefulness in making investment and credit decisions.

Students will be able to assess the appropriateness of asset valuation, liability measurement, and equity values for judging the performance of an enterprise. Students will synthesize these assessments via a comprehensive financial statement analysis project.

ACCT 405 | Accounting Theory I
PREREQUISITES: GRADUATE BUSINESS STUDENT AND A MINIMUM GRADE OF “C-” IN ACCT 400 OR ITS EQUIVALENT
This course is designed to provide in-depth coverage of the generally accepted principles underlying financial statements and financial reporting, from conceptual framework to application. Topics include alternatives for measurement of revenue and asset valuation, and presentation of financial statements. Lectures, discussions, and technical readings supplement the text.

Students will demonstrate their understanding of the accounting process leading to financial reports. Furthermore students will also develop the ability to apply critical thinking and analytical skills toward the solution of problems concerning valuation of assets, and revenue and expense recognition.

ACCT 406 | Accounting Theory II
PREREQUISITES: Graduate Business Student and a minimum grade of “C-” in ACCT 406 or its equivalent
Students use the conceptual framework to consistently evaluate and explain accounting practice. This allows the student to not only understand the accounting methodologies but also recognize why these approaches are generally superior to alternative accounting treatments. Topics include concepts of present and future value, investments in financial instruments (debt and equity), leases, pensions, income taxes, earnings per share, and the statement of cash flow.

Students will be able to demonstrate an understanding of the professional pronouncements as they relate to the measurement, recognition, and reporting of financial information. Students will also be able to demonstrate an understanding of how to research relevant accounting issues to better prepare for professional certification.

ACCT 407 | Taxation of Individuals
PREREQUISITES: Graduate Business Student and a minimum grade of “C-” in ACCT 407 or its equivalent
Course provides a thorough exposure to federal income tax concepts and planning principles, with particular reference to individual taxpayers.

Students will be able to demonstrate a basic core of technical knowledge concerning the federal income tax as it applies to individuals, an understanding of the conceptual and tax policy issues that underlie tax legislation and fundamental skills in tax compliance, tax planning, and tax research.

ACCT 408 | Taxation of Entities
PREREQUISITES: Graduate Business Student and a minimum grade of “C-” in ACCT 408 or its equivalent
Course provides detailed coverage of the key Federal income tax concepts and planning principles applicable to various business entities and an overview of Federal transfer taxes.

Students will be able to demonstrate a basic core of technical knowledge concerning the federal income tax as it applies to business entities and to the federal gift, estate, and generation-skipping-transfer taxes, an enhanced understanding of the conceptual and tax policy issues that underlie tax legislation, and enhanced
skills in tax compliance, tax research, and tax planning.

ACCT 409 | Audit and Assurance
PREREQUISITES: GRADUATE BUSINESS
STUDENT AND A MINIMUM GRADE OF “C-” IN ACCT 405 OR ITS EQUIVALENT
Course involves an in-depth investigation of internal control structure and systems and the theory of audit evidence. Theoretical principles and practical issues involved in planning and executing an audit are explored. Internal control policies and procedures and principal evidence techniques for major transaction cycles or account groups are studied in depth. Study of appropriate AICPA professional standards is an integral part of this course.

Students who successfully complete this course will be able to: understand the role of professional standards in the audit of financial statements; demonstrate their ability to research those standards; and demonstrate their understanding of the audit process in particular the roles of evidence and internal control.

ACCT 410 | Advanced Audit and Professional Ethics
PREREQUISITES: GRADUATE BUSINESS
STUDENT AND A MINIMUM GRADE OF “C-” IN ACCT 409 OR ITS EQUIVALENT
Course consists of an in-depth study of specific topics related to both attest and non-attest services rendered by public accounting firms. Topics include: Professional ethics and a study of the AICPA Code of Professional Conduct; Accountants legal liability, federal securities laws and cases related to CPA malpractice; the use of technology and sampling in an audit; Securities & Exchange Commission practice, the integrated audit and the Sarbanes-Oxley Act; and Audit and other reports. Study of appropriate AICPA and PCAOB professional standards is an integral part of this course.

Students will be familiar with issues under the AICPA Code of Professional Conduct, pronouncements of the Public Companies Accounting Oversight Board, the Sarbanes Oxley Act, federal securities laws, and cases relating to CPA malpractice. Students will have a thorough professional knowledge of CPA reports on financial statements and special reports. Students will also learn how to apply statistical sampling in auditing.

ACCT 411 | Business Law and Accountants
PREREQUISITES: GRADUATE BUSINESS
STUDENT
Course is designed to familiarize the student with aspects of the legal environment of special concern to accountants. With emphasis on the legal aspects of commercial transactions, the course examines the laws governing sales transactions and the instruments for financing those transactions. Topics include contract law, the Uniform Commercial Code (sale of goods, negotiable instruments, secured transactions), and creditor-debtor relations.

The students should achieve an awareness of the necessity of voluntary compliance with general legal concepts in order for society to enable all persons to live together in harmony. An understanding of the court system as a substitute for self-help is deemed essential and knowledge of binding contract law is fostered as a basis for all agreements.

ACCT 412 | Special Topics in Accounting
PREREQUISITE: TBD
Scheduled classes will be offered on an ad hoc basis. Specific titles and content will vary.

Students will be able to demonstrate understanding of specialized topics in Accounting.

ACCT 424 | Managerial Accounting
PREREQUISITE: ACCT 400 OR EQUIVALENT
Topics include product activity-based costing concepts, development, and analysis of information for short and long-run decision making, the impact of accounting information on divisional performance, cost estimation and cost-volume-profit analysis, segment analysis, transfer pricing, budgeting concepts, and behavioral issues associated with accounting information.

Students will develop and use managerial accounting information for operational and strategic decision making.

ACCT 425 | International Accounting
PREREQUISITE: ACCT 406 WITH A GRADE OF C- OR BETTER OR EQUIVALENT.
RESTRICTED TO MSA STUDENTS.
This course explores the similarities and differences of accounting principles and procedures between the United States and other countries. Topics include consolidation of foreign subsidiaries, performance evaluation of foreign operations, translation issues, inflation accounting, and efforts at standardization of accounting rules.

Students will become familiar with international accounting issues including accounting harmonization, pronouncements of the International Accounting Standards Board, transfer pricing, foreign currency financial statements, foreign exchange, and international taxation.

ACCT 431 | Tax Research
PREREQUISITE: ACCT 408 WITH THE MINIMUM GRADE OF C- OR EQUIVALENT.
This course will provide graduate business students with the basic techniques of conducting federal tax research. The course will require students to apply those techniques to a variety of research cases and to communicate the research findings in a clear and concise manner. The primary learning method is through lecture and the use of electronic tax research materials through a series of directed assignments and case studies involving situations frequently encountered by businesses and individuals. Writing research memoranda and client correspondence will be emphasized. Students should be familiar with the fundamentals of taxation.

This course seeks to provide a framework for tax research and by the
end of the semester, students should feel comfortable researching any tax issue and developing a conclusion.

Students will gain an understanding of the tax research process; gain an understanding of different levels of authority; learn how to apply research to reach a supportable conclusion; and improve issue identification, research and communication skills.

ACCT 432 | State, Local and International Tax
PREREQUISITE: ACCT 408 WITH THE MINIMUM GRADE OF C- OR EQUIVALENT.
This course will provide graduate business students with a basic understanding and familiarity with the principles of U.S. multi-jurisdictional taxation. The first half of the course will focus on the various types of state and location taxation and their common themes and differences. The second half will address Federal income taxation of crossborder transactions, both inbound and outbound.

The primary learning method will be a combination of individual reading, group and individual problem solving, and lectures. Students should be familiar with the fundamentals of individual and entity taxation.

Course Objectives and Learning Outcomes:
- Demonstrate the ability to properly allocate taxable income between different taxing jurisdictions.
- Understand the basic principles and policies underlying state, local, and international taxation.
- Develop a working knowledge of the different types of taxes (income, franchise, transfer, excise, property, etc.) used by state and local governments and the common issues that arise for each type.
- Recognize constitutional and other limitations on the power of state and local governments to tax.
- Learn techniques to reduce the state and local tax burden imposed on taxpayers operating in multiple taxing jurisdictions.
- Understand how the United States taxes transactions involving more than one national jurisdiction.
- Examine U.S. taxation of foreign based income and the role of income tax treaties.
- Determine appropriate transfer prices between affiliated companies, and the treatment of income from intellectual property.

ACCT 436 | Forensic Accounting and Fraud
PREREQUISITE: A MINIMUM GRADE OF C- IN ACCT 409 OR EQUIVALENT.
The purpose of the course is to familiarize students to the field of Forensic Accounting and sensitize them to the prevalence of fraud in all forms of business activity; the methods people use in initiating/perpetuating fraud scheme, and ways of staying out of or getting out of a fraud conspiracy. Students are presumed to have strong accounting and auditing skills. This course will be covering ethics, accounting, auditing, misappropriation of assets, fraudulent financial reporting, electronic fraud, and other fraud investigation/forensic accounting topics.

Students who successfully complete this course will be able to demonstrate knowledge of the nature and magnitude of economic fraud as it affects a variety of entities; understanding of the role of the accounting profession in fraud prevention and detection; and technical knowledge of forensic accounting, forensic investigations, and research.

ACCT 437 | Advanced Forensic Accounting
PREREQUISITE: A MINIMUM GRADE OF C- IN ACCT 409, OR ACCT 436 OR EQUIVALENT.
This course will focus on fraud audits of private entities. In the course of financial reviews questions arise about complex financial transactions, employee dishonesty, collusion, and breakdowns in internal controls. Normal audit procedures may discover the issue but additional steps are necessary to quantify and detect the extent of the fraud. Possessing audit skills alone does not qualify the CPA to conduct a forensic audit. Business acumen, interview skills, professional skepticism, and proper training is necessary to arrive at a proper conclusion in conjunction with a company’s management and possibly proper law enforcement agencies.

Students in this course will develop basic forensic skills via analytical training. While the course will discuss specific fraud examples, this course is designed to develop audit skills for use in a variety of environments not solely germane to the examples discussed. Students will conduct portions of mock forensic audits, perform interviews, prepare forensic audit reports, and presentation to management and law enforcement. Students will be required to fully participate in class, prepare written assignments, and complete two exams. Students will learn forensic skills via analytical analysis complimented with anecdotal experiences to round out their course experience.

ACCT 439 | Independent Study in Accounting
Independent study is in-depth research and/or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of accounting not otherwise covered by department course offerings. Student is typically expected to develop a manuscript worthy of publication. The project should require the workload associated with a graduate level course. Normally, this course may be taken one time for credit. Students will demonstrate a detailed understanding of the selected accounting topic.
BUSINESS ETHICS

MGMT 441 | Business Ethics
Please see course description under MBA Core Classes.

MGMT 443 | Global Environmental Ethics
This course develops an understanding of the ethical issues and responsibilities arising from human interaction with the non-human natural environment. Perspectives from various religious traditions, Western philosophy, and the science of ecology are considered. A Saturday field trip is part of the course.

Students will be able to demonstrate ethical awareness, reflection, and application of ethical principles in decision making.

MGMT 446 | International Business Ethics
This is an advanced business ethics course that addresses the ethical issues that arise in the global business environment, including the standards for the operation of multinational corporations and the ethical perspectives of managers in different countries.

Students will understand the specific ethical problems of international business and of different ethical perspectives; develop skills for personal decision making and for developing and implementing ethical corporate policies in international business; and learn how to work toward more effective background institutions and forms of international business regulation.

MGMT 447 | Special Topics in Business Ethics
Scheduled classes will be offered on an ad hoc basis. Specific titles and content will vary.

Students will be able to demonstrate understanding of specialized topics in Business Ethics.

MGMT 448 | Ethics in Finance
Focusing on conflicts of interest and fiduciary obligation and deception, this course examines finance-oriented industries and the moral dilemmas arising within financial practice.

Students will be able to identify the fiduciary duties of finance professionals and the actual and potential conflicts of interest arising within financial practice and understand the implications of these kinds of ethical problems and possibly their solutions.

DERIVATIVE MARKETS
ECON 622 / FINC 622 | Derivative Securities
Please see course description under ECONOMICS.

FINC 553 | Applied Portfolio Management
Please see course description under FINANCE.

FINC 624 | Interest Rate Risk Management
Please see course description under FINANCE.

ECONOMICS

ECON 421 | Business Fluctuations
PREREQUISITE: ECON 420
This course studies the economic environment's impact on the firm where topics include national income accounting, factors in economic fluctuations and growth, fiscal and monetary policies, economic forecasting, the relationship of foreign trade and balance of payments on economic activities, economic indicators and measures, and problems of public policy.

Students will learn to recognize the macro environment and the business cycles in which to operate in and to make learned forecasts.

ECON 424 | International Business Economics
PREREQUISITE: ECON 420
This course analyzes topics in international economics, specialization and comparative advantage, balance of payments and foreign exchange, elements of commercial policy, and international investment.

Students develop skills in this course in analytical and creative thinking, communication and teamwork in evaluating trade policies and opportunities, comparative advantage, exchange rate dynamics and fluctuations, and risk management.

ECON 522 | Game Theory and Strategy
PREREQUISITE: ECON 420
This course studies cooperative and non-cooperative games and winning strategies and discusses prisoners' dilemma, tragedies of common resources, executive compensation, and auctions as applied to mergers and acquisitions.

Students will learn to think systematically to set strategy for the modern corporate firm in both cooperative and non-cooperative situations and to solve conflicts arising from principal agent problems.

ECON 525 | Economics of Emerging Markets and the Multinational Firm
PREREQUISITE: ECON 420
This course examines an understanding of the macro- and micro- foundations of the problems emerging-market countries face and how firms can operate in these markets to create win-win situations. Topics include a historical perspective on the growth, development, and the structural transformation of evolving economies, the foundations of macroeconomic instability and balance of payments crises, and the development of internal equity markets.

Students will learn to examine macro environments of countries, develop tools for country risk measures and critically apply tools developed in the course to study foreign direct capital flows and strategic decisions of multinational firms.
ECON 622/FINC 622 | DERIVATIVE SECURITIES
PREREQUISITE: FINC 450
This course is an introduction to options, futures, forwards and swaps as derivative securities. After an overview of these securities, a detailed examination of the methods of valuing options will be presented. Binomial trees and a discussion of the Black-Scholes option pricing model will be emphasized, followed by insights into option contracts as useful risk management instruments. A brief introduction to stochastic calculus is also given. Stock, index, debt, commodity, foreign currency and futures options are reviewed, and option strategies are analyzed as managerial tools in financial decision-making. Skills developed in this course include analytical and decision-making, creative thinking and communication. Throughout the course the notion of risk both as potential loss and opportunity for gain and its management will be highlighted. Ethical and social dimensions of risk management and the use and abuse of derivative securities will be emphasized to help students become responsible financial managers. The recent credit crisis and its origin in subprime mortgages will be reviewed. Students are encouraged to form teams and work jointly on five sets of homework problems and to also develop trading strategies. The course integrates functional areas in finance, accounting, economics, business ethics and quantitative methods.

ECON 625 / FINC 625 | Applied Econometrics
PREREQUISITE: ECON 420 & ISSCM 491
The purpose of this course is to help students understand feasible econometric techniques in order to mine information to understand economic and financial patterns and to forecast. A rigorous exposition of the theory behind econometric techniques will help students understand the issues raised in different published papers. Topics of econometric techniques covered in this course include panel data analysis, time-series models, discrete choice models, and methods to identify causality between variables. Practical applications will prepare students to use these methods in their own projects.

ENTREPRENEURSHIP
Taking three of the following courses will earn a concentration in Entrepreneurship within the MBA. Please see the course listings for the course descriptions.

| MGMT 480 | MGMT 483 (required) |
| MGMT 435 | MGMT 485 |
| MGMT 472 / HRER 431 | ISSCM 484 |
| MGMT 481 | LREB 445 |
| MGMT 482 |

FINANCE
FINC 451 | Financial Markets and Institutions
PREREQUISITE: FINC 450
Introduction to the financial system in the United States, including the fundamentals and role of money and capital markets, the institutions operating in these markets, the instruments traded, and the organization, functioning, and operation of the Federal Reserve System.

Students will be able to demonstrate an understanding of how financial markets and institutions work and are important to financial decision making, how interest rates and bond prices are determined and interrelated, why and how financial institutions are regulated by the government, and who the Federal Reserve is and how its actions affect the economy.

FINC 452 | Investment Management
PREREQUISITE: FINC 450
This course includes the topics of asset pricing models; risk and return analysis of stocks, bonds, and cash equivalents; portfolio theory; bond pricing; the term structure of interest; and immunization strategies in managing fixed income securities.

Students will be able to demonstrate the analytical tools and finance theory necessary for making good investment decisions and for understanding the pricing of financial securities.

FINC 453 | Topics in Advanced Financial Management
PREREQUISITE: FINC 450
This is an advanced course in corporate finance where students are given a thorough grounding in firm valuation and exposed to various financial decisions including raising capital, mergers and acquisitions, leveraged buyouts, spin-offs, and carve-outs, all in the context of their impact on firm value.

Students will be able to demonstrate an understanding of firm valuation, as well as the impact of various corporate decisions on firm value.

FINC 455 | International Financial Management
PREREQUISITE: FINC 450
This course examines the international dimensions of financial management. It introduces potential opportunities/ challenges faced by multinational corporations as they expand their business overseas.

Students will be able to demonstrate understanding of foreign exchange markets, fundamental international parity relationships, foreign exchange risk management strategies, and capital budgeting for multinational corporations.

FINC 456 | Management of Financial Institutions
PREREQUISITE: FINC 450
The course analyzes the importance played by financial institutions. This is a survey course that analyzes the present financial institutional structure with a special focus on managing risk.

Students will demonstrate an understanding of the following topics: the role of financial intermediaries in managing interest rate, credit, market, and international banking risks. Special attention will be
given to procedures for measuring and managing these risks.

**FINC 457 | Cases in Corporate Finance**  
**PREREQUISITE: FINC 450**  
This course uses Harvard Business School cases and focuses on the practical aspects of corporate finance topics by examining how firms formulate and execute their financial decisions.

Students will develop an understanding of how firms use theoretical topics of corporate finance in real life settings. Most cases involve actual firms and real life events these firms faced in the past. The real-life flavor of the firms and the topics enable students to learn and use the necessary financial tools in evaluating various corporate investments and financing decisions. Students apply these tools in solving the cases that involve various topics such as capital budgeting, cost of capital, the capital structure decisions, and mergers and acquisitions.

**FINC 458 | International Banking and Corporate Finance**  
**PREREQUISITE: FINC 450**  
This course, normally taught in Rome, devotes itself to international management aspects of both banking and corporate finance.

Students will gain an understanding of the following topics; how to measure and hedge the foreign exchange risk that affect both banking and corporate finance decisions, the Eurodollar market, capital budgeting and bank lending in an international setting, and dealing with sovereignty risks.

**FINC 459 | Independent Study in Finance**  
**PREREQUISITE: FINC 450**  
Student will conduct in-depth research or reading initiated by the student and jointly developed with a faculty member into a specialized area of finance not otherwise covered by department course offerings.

Students will be able to demonstrate in-depth understanding of a specialized area or topic in finance.

**FINC 553 | Applied Portfolio Management**  
**PREREQUISITE: FINC 450 and FINC 452**  
Investment theory and professional practice are combined in this course where students engage in hands-on investment management. Topics covered will include setting fund objectives, asset allocation strategies, fundamental and technical analysis, EPS forecasting, risk factor management, derivative securities in portfolio management, and portfolio performance evaluation.

Students will work in teams to invest a $300,000 fund on behalf of the University - their client. Students' investment performance will be evaluated throughout the term.

**FINC 555 | Advanced Topics in International Financial Management**  
**PREREQUISITE: FINC 455**  
This course builds on materials covered in International Financial Management (FINC 455). It will be a cases-project-oriented course.

Students will be able to demonstrate in-depth understanding of foreign exchange risk management, foreign exchange rate forecasting, emerging markets, global investment, efficiency of foreign exchange market, multinational capital budgeting, and multinational cash management.

**FINC 557 / MGMT 571 | Enterprise Risk Management**  
**PREREQUISITE: FINC 450**  
This course explores the emerging practice of “enterprise risk management” (ERM) or “integrated risk management” – a new managerial outlook on managing risk. Enterprise risk management considers all the risks faced by the firm and attempts to integrate these disparate risks into a single unified analytical framework. Traditionally, risk has been managed in the compartments of financial risk, operating risk, and credit risk. Rather than allowing risk to remain in such “silos,” ERM insists that these must be brought together into one system of risk management.

Upon completing this course, students will have a greater understanding of the nature of risk that affects the entire enterprise and they will be able to analyze risk in a more systematic and rigorous manner.

**FINC 559 | Fed Watching**  
**PREREQUISITE: FINC 450**  
The Federal Reserve is the most important economic policymaking institution in the U.S. This course attempts to demystify the Fed by examining its purpose, organization, function, and operations, in particular with predicting the impact of monetary policy on financial markets and interest rates.

Students will be able to understand the monetary policy operations of the Federal Reserve, how and why they are undertaken, interpret its actions, and predict the impact for the economy, including interest rates.

**FINC 599 | Special Topics in Finance**  
Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary. Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings.

**FINC 620 | Financial Mathematics and Modeling I**  
**PREREQUISITE: FINC 450 and ISSCM 491**  
**CO-REQUISITE: FINC 452**  
This course focuses on how to effectively use Microsoft Excel and its built-in programming language, Visual Basic for Applications (VBA) to build financial models. It has a prerequisite of finance 450 and assumes familiarity with basic Excel operations and functions. The course will model investment, derivative, corporate finance, and risk management problems. The course is a combination of both lecture and lab.

**FINC 621 | Financial Mathematics and Modeling II**  
**PREREQUISITE: FINC 450, 452, 620 and ISSCM 491**  
Financial mathematics and modeling II is the second in a sequence of two
courses. It is a combination of lecture and lab and will focus on the core mathematical, computational and practical modeling aspects encountered in modern financial applications. The programming languages of choice will be R and Excel/VBA. This course has a prerequisite of FINC 450, FINC 452, FINC 620, and ISSCM 400. No prior R programming experience is required but familiarity with Excel/VBA is a prerequisite.

FINC 622 / ECON 622 | Derivative Securities
Please see course description under ECONOMICS.

FINC 624 | Interest Rate Risk Management
(formerly FINC 551)
PREREQUISITE: FINC 450, FINC 622/ECON 622, or FINC 558
Students are introduced to a plethora of financial derivatives, including both exchange-traded and OTC products, and then learn to use these products to hedge interest rate and other risks largely through the study of cases and detailed examples emphasizing the formation and use of synthetic positions.

Students will be able to demonstrate an understanding of a wide variety of derivative products, as well as be able to use these products to manage interest rate and other risks.

FINC 625 | ECON 625 - Applied Econometrics
Please see course description under Economics.

FINC 626 | Credit Risk Management and Structured Finance
PREREQUISITES: FINC 622 DERIVATIVE SECURITIES
We study credit risk and credit risk management. We examine a suite of financial securities which can be used to reduce (or magnify) credit risks, especially credit default swaps (CDS), asset-backed securities (ABS) and collateralized debt obligations (CDOs). We consider the role of these structured credit products in the global financial crisis.

FINC 628 | Valuation
PREREQUISITE: FINC 450 (formerly FINC 558)
This is an advanced course in valuation where students are given a thorough grounding in traditional valuation models (DCF and relative valuation) and also introduced to real option methods and ideas; a certain emphasis is placed on the valuation of start-ups and students are introduced to the venture capital markets.

Outcome: Students will be able to demonstrate an understanding of traditional valuation models as well as real options methods and ideas.

FINC 630 | Capstone Course in Finance
PREREQUISITES: SEE COURSE DESCRIPTION
This is the capstone course for students in the Master of Science in Finance program. It integrates theory and practice from advanced courses in corporate finance, investments, and risk management. It is a combination of lecture, case studies, group work, and financial modeling. Prerequisites for this course are FINC 622, FINC 620, FINC 621, and two or more of the following courses: FINC 453, FINC 455, FINC 457, FINC 624, Finance 553, FINC 557, Finance 623, FINC/ECON 625, and/or FINC 626, Finance 628.

HUMAN RESOURCES AND EMPLOYMENT RELATIONS

HRER 412 | Labor Law
The course provides a comprehensive insight into the principles of labor law with emphasis on major labor acts. Laws relating to worker compensation and unemployment are also discussed.

Students will understand the impact of the various labor laws as they apply to an organizational setting from the various cases discussed.

HRER 413 | Compensation Management
This course examines wage and salary policies and programs in private and public organizations. Legislative and social issues affecting pay decisions, the alignment of pay policies with the business strategy and other human resource programs are covered. Students will learn how to 1) design and implement compensation policies and programs that will give their employers a competitive advantage; 2) resolve compensation problems from both a human resource professional and managerial perspective; and 3) create pay policies that are perceived as just and equitable. Students will improve their teamwork, analytical, and writing skills.

HRER 415 | Internship
(MSHR Students only) An internship provides the student with direct exposure to human resources and/or industrial relations functions as they are practiced in the real world.

Students will learn to practically apply the concepts and theories learned in the classroom to a real organizational work environment.

HRER 418 | Human Resources Law
This course will introduce students, by a combination of statutory case law analysis and readings, to the substantive case law in the area of employee-employer relations’ law. The statutes and case law encompass the following: National Labor Relations Act, Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act (ADEA), Americans with Disabilities Act (ADA), Civil Rights Act of 1991, Illinois Human Rights Act, and Illinois Employment Law Statutes and Regulations.

The primary purpose of this course is to introduce graduate students to a practical examination of the principles of “employee-employer” relations law, also called human resources law or personnel law. Students will be exposed to the principle theories, policies, and literature concerning the relevant federal and state (Illinois) court case law and government regulations of the employee-employer relationship in primarily the private sector.
HRER 422 | Global Human Resource Management
This course examines the critical roles of Human Resource professionals throughout the strategic globalization process, as well as the cross-cultural issues that affect organizational dynamics and behaviors central to Human Resource processes, such as staffing, training, motivation, negotiation, team building, and communication. The primary purpose of the course is to survey the three types of topics covered by the field of Global HRM: 1) management of human resources in global corporations; 2) management of expatriate employees; and 3) comparison of HRM practices in a variety of different countries. The course will also consider special topics at the forefront of global HR, such as effects of NAFTA and the European Union, global ethics, and critiques of globalization.

HRER 424 | Employee Benefit Plans
Students are introduced to the theory of insurance and savings. Based on this introduction, the design, funding, and administration of life, health, and disability insurance and corporate pension and savings plans are examined.

Students will learn about contemporary health, welfare, pension, and Social Security plans. In addition, they learn to approach problems of cost control and legislative regulation as it applies to employers' ability to provide benefits.

HRER 429 | Human Resource Development
This course examines how organizations develop employees with the appropriate technical, interpersonal, and leadership skills to be effective in their jobs. Students will learn how to conduct a training needs assessment, set learning objectives, establish evaluation criteria, select the best instructional methods, and evaluate the impact of the program on the employee and organization. In addition to conducting formal training programs, students will learn how to use career planning, job rotation, and performance feedback to develop employees and themselves. Students will improve their presentation, team leadership, analytical, and writing skills.

HRER 430 | Organizational Development
This course examines how the effectiveness and the quality of life in organizations can be increased using collaborative methods.

Students will learn to apply concepts from team building, employee involvement, work design, and large group interventions to organizational settings. In addition, students will increase their overall knowledge and effectiveness about leadership, organization development, training, and human resource management.

HRER 431 / MGMT 472 | Organizational Change and Development
Please see course listing under Management.

HRER 440 | Labor and Employment Arbitration Process
Seminar participants will be introduced to the case law and public policy related to the use of voluntary and mandatory arbitration in the non-union setting.

The purpose of this course is threefold: to expose the graduate student to the use of labor arbitration in resolving grievance and interests disputes in the unionized setting; to expose the graduate student to the use of grievance mediation to resolve contract grievances; to expose the graduate student to a variety of other conflict management and dispute resolution processes such as interest-based negotiations and partnering, i.e., ADR in the Union Setting.

HRER 443 | Globalizing People through International Assignments
Students will review the major factors involved in managing international assignments including strategic selection, training, development, cultural adjustment, repatriation, and immigration among others.

Student will understand the significant role that international assignments play in the rapid growth and globalization of multinational corporations and the development of global leaders in the 21st century.

HRER 450 | Human Resource Management
This course examines human resources from a managerial perspective focusing on obtaining the best talent, developing talent, and rewarding talented people for outstanding results. Alignment of human resource policies and programs with the strategic goals of the company is covered.

Students will learn how to recruit and select the best employees, to develop employee technical and interpersonal capabilities, to manage employee performance, to interface with union employees, to operate within the context of human resource legislation, to use compensation programs to reward employees, and to handle employee problems and grievances appropriately. Students will improve their team leadership, analytical, and writing skills. Unless this is their first class, HRER 450 is not appropriate for students in the HRER program.

HRER 453 | Incentive Pay Programs
Incentive Pay and Employee Benefits
This course examines incentive pay and employee benefit programs in private and public organizations. Program design and the alignment of incentive pay and benefit programs with business strategy and human resource programs are covered.

Learning
Students will learn to design and implement incentive pay and employee benefit programs that will give their employers a competitive advantage and be perceived as equitable among employees. Students will improve
their team leadership, analytical and writing skills.

**HRER 455 | Employee Discrimination Law**
The primary purpose of this seminar is to introduce graduate students to the principle theories and literature in the area of employment discrimination law and the role of the law.

Students will become familiar through case analysis to the substantive case law arising under Title VII of the Civil Rights Act of 1964; Civil Rights Act of 1991 (CRA 1991); the Americans with Disabilities Act (ADA); and the Family and Medical Leave Act.

**HRER 462 | Labor-Management Relations**
This course examines critical labor laws in the United States and the structure and function of our employment relations system.

Students will be able to demonstrate understanding of basic case law in the field of labor relations and how unions, management representatives, and government dynamically interact to provide employee representation, balance group interests, and ideally avoid disruptive workplace conflict.

**HRER 463 | Staffing**
This course provides an overview of staffing processes in organizations with an emphasis on recruitment and selection procedures. Other topics of discussion include legal and strategic issues in staffing and relevant statistical concepts.

Students will become comfortable with the entire staffing process and be able to design and implement cutting-edge staffing systems with an emphasis on business strategy.

**HRER 490 | Data Driven Decision Making in HRER**
This course is designed as an introductory graduate level course in analytical problem solving – another name for research methods, and design. A basic understanding of and general familiarity with fundamentals of statistical concepts is assumed. However, where necessary, we will revisit these concepts briefly. Of course, this is not a course in statistics. The major emphasis in this course will be on learning the fundamentals of analytical problem solving and scientific research – including (but not limited to) topics such as, problem definition, theory development, research design, research methods, data analysis, discussion of results, presentation of results, and evaluation of research. The course is designed to be fully interactive - and a very high level of participation is expected and desirable. In order to do this; it is strongly recommended that students keep current on the readings and assignments.

One of the goals of this course is to make each student an “educated consumer” of research. This means that after successfully completing this course, you should be able to critically evaluate any research you come across - in newspapers, magazines, on television, or in your workplace.

**HRER 493 | Collective Bargaining**
This course examines the law and process of collective bargaining between labor and management in the United States with emphasis on student participation in a protracted experiential case simulation.

Students will learn the fundamentals of strategic planning and data preparation for collective bargaining, the behavioral stages of face-to-face negotiations, and how mediation by federal agencies works.

**HRER 500 | Special Topics in Human Resources and Employee Relations**

**HRER 501 | Performance Management**
Designed to provide both current and future managers an in-depth understanding of performance appraisals and related issues, this course also emphasizes goal-setting, feedback, and the rating process.

Students will learn to apply the various techniques used to conduct effective performance appraisal processes and design comprehensive performance management systems for their organizations.

**HRER 502 | Global Employment Relations**
This course introduces students to different employment relations systems in advanced industrial economies in North America, Europe, and Asia and to formats for resolving new types of labor problems that have emerged in a global economy.

Students will be able to identify critical differentiating aspects of employment relations systems in the developed world and common pro and con arguments regarding proposed solutions to substandard working conditions in the developing world.

**HRER 503 | Alternative Dispute Resolution**
The seminar will address such dispute resolution processes as negotiations, mediation, fact-finding, peer review, arbitration, and various court- and government agency-connected ADR programs. The seminar will also address court and government agency-sponsored ADR programs as recently implemented by the EEOC and various federal and state courts. The Conflict Management and ADR Seminar focuses primarily on the private resolution of EEO and workplace disputes arising in the non-union setting that are either potentially cognizable or actually filed pursuant to various federal and state EEO statutes. The seminar also focuses on designing, implementing, and evaluating dispute resolution systems within the organization.

**INFORMATION SYSTEMS**

**INFS 492 | Database Systems**
This course uses database systems as the focus for studying concepts of database modeling and data manipulation. Procedures for creating, managing, sorting, and processing data are discussed. Concepts of relational database methods are covered as well as the
issues that arise in managing information in a database and using it to support business processes. Students will be able to understand the development and use of business database systems.

**INFS 493 | Strategic Use of IT**
This course focuses on how to think about strategic use of information and information technology for competitive advantage. It introduces different approaches dealing with e-business strategy in ever-changing, IT-intensive environments. On-line case discussions are used to illustrate the application of various approaches. Students will be able to think strategically about information technology to gain a competitive advantage.

**INFS 494 | Data Mining**
Prerequisites: ISSCM 491 & INFS 492
Data Mining involves the search for patterns in large quantities of data. The fundamental techniques used in data mining include, but are not limited to, clustering, decision trees, neural networks, and association analysis.

Students will be able to build models using industry standard tools and interpret the results.

**INFS 496 | Systems Analysis and Design**
Provides a core set of skills for planning, managing and executing systems analysis and design processes in e-business and Web-based environments. Topics typically include project initiation and planning, methods used in the determination of information requirements, prototyping, techniques used in systems design, testing and implementation strategies.

**INFS 499 | Independent Study in Information Systems**
Independent study is in-depth research or reading initiated by the student and jointly developed with a faculty member into a specialized area of information systems not otherwise covered by department course offerings.

**INFS 592 | Data Visualization**
The amount of data that our world generates is growing at a torrid pace. Sifting through and making sense of these humungous mountains of data is crucial to ensuring business growth and success and to making scientific discoveries and advancements. Data visualization plays an increasingly important role in this process. This course surveys the latest data visualization techniques, trends, topics, and tools including database reporting, OLAP/BI packages, in-database analytics, and SQL analytical functions.

**INFS 791 | Programming For Business Decision Making**
This course focuses on how to effectively use a computer programming language to support decision making in business. Examples include using Visual Basic for Applications (VBA) to create applications within Microsoft Excel or using Python for manipulating and analyzing data. In addition to covering the concepts of programming using the specified language, this course covers developing user interfaces, working with external data and debugging code. By the end of this course, the student will be able to build custom procedures and create user-defined functions in the programming language used.

**INFS 796 | Data Warehousing**
Prerequisite: INFS 492
The components and design issues related to data warehouses and business intelligence techniques for extracting meaningful information from data warehouses are emphasized. Industry standard tools will be used to demonstrate design, implementation, and utilization issues.

Students will learn how data warehouses are used to help managers successfully gather, analyze, understand, and act on information stored in data warehouses.

**INFS 798 | Quality in Systems Development**
The topics in the course will be based on current best practices in IS development with core topics to include: Capability Maturity Models, SPICE, 1509000-3, EUROMETHOD, testing, and configuration management. The course will include examples of how such concepts and techniques are used in firms in different industries.

Students will learn various concepts and techniques that have been demonstrated to improve quality of information systems (IS).

**INFORMATION SYSTEMS AND SUPPLY CHAIN MANAGEMENT**

**ISSCM 495 | Forecasting Methods**
Prerequisite: ISSCM 491
Techniques of forecasting and model building are introduced. Methods covered are simple and multiple regression, introduction to time series components, exponential smoothing algorithms, and AIRMA models-Box Jenkins techniques. Business cases are demonstrated and solved using the computer.

Students will be able to forecast business and economic variables to enhance business decisions.

**ISSCM 484 | Project Management**
Prerequisite: Any Two MBA Fundamental Core Classes.
Note: ISSCM 484 will fulfill an INFS or SCM/MBA degree requirement.
This course covers the art and science of project management as applied to a variety of business and technical projects in commercial, public, and private sectors. It covers: project life cycle and methodology; teambuilding; project organization, stakeholders and leadership; proposals and contracts; techniques for project planning, estimating, scheduling, and control; PMO.

Students will understand the broader role of the project manager with regard to all project stakeholders and of methods, tools, and procedures for
initiating, defining, and executing projects.

INTERNATIONAL BUSINESS COURSES
Taking three of the following courses will earn a concentration in International Business within the MBA. Please see the course listings for the course descriptions.

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LEGAL ENVIRONMENT

LREB 443 | Executive Legal Liability
Analysis of the personal legal liability of officers and directors to the corporation and its shareholders for losses arising from breach of fiduciary duties in wasting assets, usurping corporate opportunities, competing or dealing with the corporation, and making secret profits. Also reviewed are principles applicable to insider stock transactions, violations of SEC fraud regulations, antitrust liability, minority shareholders’ suits, indemnity agreements, and officers/directors’ liability insurance.

The concepts of the various degrees of care, good faith, and fiduciary duties are treated in-depth so that the mature business student can become intimately aware of the expectations that are demanded of professional managers. The problems associated with securities, anti-trusts, and foreign corrupt practices are presented in a concrete format so as to create a permanent understanding of the legal risks that exist.

LREB 445 | Entrepreneurship Law
This course provides aspiring and established business owners with an understanding of the recurring legal issues at various stages in entrepreneurship. Comprehending these principles will assist business owners in better organizing their business structures and operations. The goal is to help increase a business’ duration and profitability by implementing appropriate processes to reduce the potentially substantial costs and irreparable harm associated with failing to apply proper attention to foreseeable commercial risks.

Students will improve their understanding of the legal risks that exist at varying stages in entrepreneurship.

MANAGEMENT

MGMT 430 | Strategy and Leadership
This is a capstone course for the MBA that explores the manner in which companies develop and implement a strategic plan and also examines characteristics of effective general managers and leaders. (This course should be taken within a student’s last two quarters of the MBA program.)

Students will develop an explicit personal way of thinking about the business enterprise as a total system and the manner in which it can gain a sustainable competitive advantage by drafting a complete business plan for a start-up entity. Students will also sharpen their team, analytical, writing, and presentation skills and begin to evaluate the type of leadership skills they will need to move into increasingly more responsible positions inside organizations.

MGMT 435 | Microenterprise Consulting
In the Jesuit tradition of using knowledge to serve humanity, students utilize and improve their business knowledge and skills by meeting the real-life business consulting needs of individual entrepreneurial and not-for-profit clients starting up or operating businesses in economically distressed communities.

Students will improve their skills in service-oriented communication, project management, teamwork, and cross-functional business analysis, and learn how locally-owned business can foster community economic development. Consulting clients receive a feasibility analysis or business plan to help guide business operations and obtain financing for a new or struggling business.

MGMT 443 | Global Environmental Ethics
Please see description under BUSINESS ETHICS.

MGMT 446 | International Business Ethics
Please see description under BUSINESS ETHICS.

MGMT 447 | Special Topics in Business Ethics
Please see description under BUSINESS ETHICS.

MGMT 448 | Ethics in Finance
Please see description under BUSINESS ETHICS.

MGMT 472 / HRER 431 | Organizational Change and Development
This course focuses on the manager’s role as a change agent in implementing effective change management and organizational development.

Students will apply change theory frameworks in analyzing different types of organizational change such as mergers and restructuring and will learn how to manage resistance to change, facilitate change implementation, and foster long-term acceptance of change by employees. Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole. Students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the
competitive challenges of the market environment.

MGMT 475 / MARK 475 | Cross-Cultural Dimensions of International Management and Marketing
This course examines cross-cultural management and marketing topics both within the business organization and across the global marketplace.

Students will learn how differences in national and ethnic cultures affect the behavior of employees working in organizations, managers making business decisions, and consumers making product choices.

MGMT 477 | The Family Business
This course examines the family, ownership, and management challenges involved in operating a family business, including governance and leadership succession.

Students will be able to analyze the stumbling blocks to family business succession, compare differences between family and non-family owned firms, and understand the impact of systems of family ownership and management on a firm's stakeholders and advisors.

MGMT 571 / FINC 557 | Enterprise Risk Management
Please see description under FINC 557.

MGMT 573 | Business Strategy
This course analyzes the responsibilities of general management in formulating, communicating, and implementing a strategic plan. Whereas Corporate Strategy (MGMT 574) defines the vertical and horizontal scope of a firm, business strategy (MGMT 573) is concerned with how the firm generates and sustains competitive advantage within a particular industry or product market. Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole. Through case studies, students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the challenges of the business environment.

MGMT 574 | Corporate Strategy
This course focuses on the strategic management of multi-business firms. Whereas business strategy or competitive strategy is concerned with how the firm competes within a particular industry or product market, corporate strategy defines the scope of the firm in terms of the industries and markets in which it competes.

MGMT 480 | Recognizing Entrepreneurial Opportunities (formerly MGMT 484)
This course will focus on the very early stages of the entrepreneurial process. We will discuss how new opportunities are discovered and how societal value is created throughout this process. In its approach, the course will be based on classic theoretical readings, the insights of economics, strategic management, organizational studies, psychology and cognitive science.

MGMT 481 | Entrepreneurship
This course follows the entrepreneurial process from idea generation and evaluation, business concept development, formation of an effective founding team, gathering of resources for the new venture and subsequent activities in functional fields like marketing, finance or human-resources.

MGMT 482 / MARK 482 | Entrepreneurial Marketing
This course is about the marketing challenges in an entrepreneurial firm. Entrepreneurship is the discovery, enactment and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires a sound marketing plan. In this course, we will investigate how marketing tools can enable entrepreneurs to realize the full potential of their ideas.

At the end of this course, you will be able to: Apply basic marketing concepts in entrepreneurial settings; Develop a marketing plan for an entrepreneurial idea; Solve the problem of “newness” as you develop the marketing plan; and - Learn from the experiences of real-life entrepreneurs.

MGMT 483 | Strategic Entrepreneurship and Innovation Management
This course will focus on the application of strategic management tools to entrepreneurial situations with an emphasis on the early stages of new venture creation. We will discuss how new opportunities are discovered, how inventions are turned into innovations, and how societal value is created throughout this process.

At the end of this course, you will be able to: Recognize and discover entrepreneurial opportunities; Manage the creation and appropriation of the value generated by innovations; Apply analytical and critical thinking skills in an uncertain business environment; Apply your learning in a real-life project.

MARKETING

MARK 461 | Survey Methods in Marketing
PREREQUISITES: MARK 460 AND IS0M 491
This course develops an understanding of survey research and its role in developing marketing strategies.

Students will formulate research problems and design a research study, including the development of a questionnaire, selection of an appropriate sample and analysis data. A formal written research proposal or research report culminates the course.

MARK 462 | Business-to-Business Marketing
PREREQUISITE: MARK 460
This course develops an understanding of the problems and opportunities companies face when marketing products and services to organizations rather than to consumers.
Students will analyze complex business-to-business marketing situations and recommend the appropriate decisions to be made and marketing strategies to be employed. Harvard Business School cases are used.

**MARK 463 | Sales and Strategic Leadership**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of the tools and techniques required for developing a sales force and for managing revenue generation within organizations. Students will apply processes for hiring and managing sales professionals, tools for successful account management, and skills in solving revenue generation problems facing profit and non-profit organizations.

**MARK 464 | Integrated Marketing Communications**  
**PREREQUISITE: MARK 460; MARK 467 IS RECOMMENDED**  
This course develops an understanding of how advertising, sales promotion, public relations, personal selling, and, in some cases, packaging decisions, form a coordinated marketing communications plan.

Students will apply the elements of integrated marketing communications and develop a coordinated Marketing Communications Plan for a project or case study.

**MARK 465 | International Marketing**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of marketing problems in an international context with particular attention given to how international factors impact consumers, competition, and marketing strategies. Students will apply the principles of marketing to solve marketing problems in an international context. Students analyze cases and identify optimal solutions to international marketing problems.

**MARK 467 | Consumer Behavior**  
**PREREQUISITE: MARK 460**  
This course is recommended prior to MARK 464. This course develops an understanding of how consumers behave before, during, and after the consumption process by focusing on the impacts of cultural, social, and perception factors. Students will apply their understanding of consumer behavior to the creation of a marketing plan or marketing strategies designed to improve a firm's brand equity.

**MARK 468 | Digital Marketing**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of the Internet as part of an overall marketing strategy by considering digital design, online consumer behavior, business-to-business marketing, interactivity, community, personalization, and the role of the Internet in international marketing and market research. Students will develop the power to act effectively by using technology in increasingly complex buying environments.

**MARK 469 | Independent Study/Special Topics in Marketing Management**  
**PREREQUISITE: MARK 460**  
Independent study is in-depth research or reading initiated by the student and jointly developed with a faculty member into a specialized area not otherwise covered by department course offerings. Variable credit. Permission of area coordinator required. Special Topics are scheduled classes; specific titles and content will vary.

**MARK 475/MGMT 475 | Cross-cultural Dimensions of International Management and Marketing**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of cross-cultural management and marketing topics both within the business organization and across the global marketplace.

Students will be able to identify and describe how differences in national and ethnic cultures affect the behavior of employees working in organizations, managers making business decisions, and consumers making product choices.

**MARK 482 / MGMT 482 | Entrepreneurial Marketing**  
This course is about the marketing challenges in an entrepreneurial firm. Entrepreneurship is the discovery, enactment and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires a sound marketing plan. In this course, we will investigate how marketing tools can enable entrepreneurs to realize the full potential of their ideas.

At the end of this course, you will be able to: Apply basic marketing concepts in entrepreneurial settings; Develop a marketing plan for an entrepreneurial idea; Solve the problem of “newness” as you develop the marketing plan; and - Learn from the experiences of real-life entrepreneurs.

**MARK 561 | International Comparative Consumer Behavior**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of the marketing implications of cultural differences and similarities between the people of two or more nations and considers two opposing views of marketing scholars as to whether the similarities or the differences are the more important factor.

Students will apply methods of cross-cultural analysis as well as examine frameworks for assessing multinational strategies.

**MARK 562 | Database Marketing Strategy**  
**PREREQUISITE: MARK 460**  
This course develops an understanding of the development and use of databases for marketing, retrieval of appropriate data and analysis of that data to increase marketing effectiveness.
Students will perform database manipulation and analysis of data. Analysis includes at least univariate analysis, cross-tabulation, creation of new variables, regression analysis and recency-frequency-monetary analysis.

MARK 563 | Sales Promotion Strategy
PREREQUISITE: MARK 460
Promotional marketing accounts for the largest share of most marketing budgets. Its programs integrate the channels of manufacturing, sales, distribution, trade, and consumer with the disciplines of shopper marketing, loyalty, performance, experiential and more. Outcome:
Students will analyze the business’s entire organization to develop strategies and tactics to achieve integrated system-wide objectives.

MARK 564 | Brand Equity and Marketing Strategy
PREREQUISITE: MARK 460
This course develops an understanding of the way consumer goods companies increase their market shares and profits by creating strong brand equity for their products.

Students will develop a brand-equity-building model, evaluating the contributions of traditional brand elements, and develop a framework for creating the marketing strategies required for successfully building brand equity.

MARK 565 | Integrated Public Relations
PREREQUISITES: MARK 460
This course develops an understanding of public relations practices and processes, focusing on techniques for Internet and Web PR and on public relations as a way to build community inside and outside the organization.

Students will apply PR principles in implementing a campaign, including writing and designing communication materials for print, broadcast media and the Web.

MARK 566 | Integrated Media Planning
PREREQUISITE: MARK 460 OR EQUIVALENT
The course provides an overall understanding of media planning: basic media concepts, buying and selling of media, development and evaluating effective media strategies and plans, and the role that media plays in an integrated marketing and communications plan. The course is recommended for students with little or no media planning experience.

Students will understand how media strategies are developed as part of an integrated marketing communications plan.

MARK 567 | Customer Relationship Management
PREREQUISITES: MARK 460; MARK 468 IS RECOMMENDED
This course develops an understanding of CRM as a business philosophy that involves acquiring new customers as well as maintaining long-term and profitable relationships with existing customers. Key concepts such as customer experience, customer satisfaction, loyalty, customer lifetime value, among others, will be explored.

Students will conduct an analysis and critique of a firm’s CRM strategy and provide recommendations for improving the customer-firm/customer-brand relationship.

MARK 569 | Political Marketing
PREREQUISITE: MARK 460
This course develops an understanding of how marketing principles, procedures, and practices are applied in political campaigns.

Students will identify and describe marketing theories and practices used to create and execute political communication strategies. Students also will examine the values, images, ideology, and branding of particular political marketing campaigns.

MARK 661 | Customer Analytics
PREREQUISITE: INSTRUCTOR CONSENT AND ADDITIONAL PRE-REQUISITES REQUIRED
In this course the students will study how to use data analytics to learn about customer needs and improve targeting individual consumers. The course will encourage students to apply scientific methods and models to predict and respond to customer choices. This is the key part of learning Big Data. The term Big Data is viewed in the broad sense as it relates to various aspects of the consumer behavior, which may be captured, measured, and transformed to the digital form.

MARK 662 | Marketing Metrics
PREREQUISITE: INSTRUCTOR CONSENT AND ADDITIONAL PRE-REQUISITES REQUIRED
This course is designed with marketing managers in mind. As profession marketing is evolving, it is no longer based primarily on the conceptual content. Marketers get exposed to thousand times the volume of data she/he saw five years ago. More data cannot lead to better decision making unless managers learn how to use that data in meaningful ways. In this course, the students will be introduced to the analytical decision models that assist modern managers in making marketing decisions related to the targeting, product design, communications, etc.

SUPPLY CHAIN MANAGEMENT

SCMG 481 | Performance Improvement in Business Processes
This course focuses on process view of the organization and provides students with a formal approach to designing, monitoring and improving business processes. The course provides the tools, methods and practical examples to help managers learn how to think from a process standpoint and how to ensure critical processes are controlled and functioning efficiently and effectively in their organization.

Students will understand the quality management concepts, performance improvement frameworks (Six Sigma, ISO, Baldridge), and process improvement practices using a step-

SCMG 482  |  Operations Management for Competitive Advantage
This course investigates the methods for managing manufacturing and service operations based upon Toyota Production System. Topics include the principles of JIT and lean production, pull production, setup reduction, preventive maintenance, cellular manufacturing, standard operations, visual management, employee empowerment, and supplier partnerships.

Students will understand the concepts and tools for reducing waste and continuously improving operations based upon Toyota’s success-proven approach.

SCMG 483  |  Management of Service Operations
PREREQUISITE: SCMG 480
This course explores the application of operations management concepts and techniques in service-sector organizations and, in particular, how services are delivered to the customer.

Students will understand how service management requires unique tools for managing customer expectations while simultaneously delivering services that exceed those expectations.

SCMG 486  |  Global Supply Chain Management and Logistics
PREREQUISITE: SCMG 480
This course examines how business partners along the supply chain can work together to gain competitive advantage in moving products and services around the world to satisfy customers.

Students will understand best practices like vendor managed inventory and category management and the application of information technologies for sharing information.

SCMG 487  |  Purchasing Management
A study of organizational procurement processes and decision making framework. Topics include in-sourcing/out-sourcing decisions based on total cost of ownership; purchasing cycle and processes; developing material and technical specifications; supplier evaluation, selection and management; supplier quality management; purchasing capital goods and services; global sourcing and e-commerce; and purchasing tools and analytics.

Students will have developed an understanding of fundamental and strategic issues in material planning and procurement, with the ability to source in a global marketplace.

SCMG 488  |  Inventory Management
A study of the fundamental principles of effective management of inventory with emphasis on inventory costs, product stratification, performance measures, demand forecasting, periodic and continuous review, safety stock, material requirements planning, customer service and use of technology in inventory management. Issues related to storage and handling of inventory stock are also studied.

Students will have developed an understanding of the issues involved in planning, managing and control of inventories and materials in a supply chain.

SCMG 489  |  Supply Chain Analytics
A study of the design, development, and use of decision models for analysis of supply chain problems. This course provides an example-driven approach to learn about important supply chain models, problems, and solution methodologies. The objectives of this course are to develop valuable modeling skills that students can appreciate and use effectively.

Students will have developed an understanding of the issues involved in the use of decision support tools for analysis of supply chain problems.

SCMG 581  |  Global Operations Management
PREREQUISITE: SCMG 480
This course explores managing operations when facilities, suppliers, and customers are located the world over. Topics include: forces and benefits driving globalization; operations’ role in global strategy; locating and coordinating overseas production and research facilities; continuous improvement, lean production, and quality-focus in global competition; integrated new-product development; global supply chains; selecting and working with overseas suppliers.

Students will understand of the main issues in managing global operations, including cultural issues; awareness of operations’ central role in integrating suppliers, product designers, and producers with customers around the world; application of analysis tools.

SCMG 589  |  Supply Chain Capstone
PREREQUISITES: SCMG 486, SCMG 487, SCMG 488, and SCMG 489
This course is the capstone of the Supply Chain Management Portfolio of the Master of Science in Supply Chain Management curriculum. As such, it is designed to integrate course topics covered in the foundation courses and engage students in discussions of critical supply chain leadership topics.

Students will have developed an understanding of how to apply the concepts learned throughout the Supply Chain Management curriculum to a variety of full scale problems.

SCMG 499  |  Independent Study in Operations Management
Independent study consists of in-depth research or reading initiated by the student and jointly developed with a faculty member into a specialized area of operations management not otherwise covered by department course offerings.

ISSCM 484  |  Project Management
PREREQUISITE: ANY TWO MBA
FUNDAMENTAL CORE CLASSES. NOTE: ISSCM 484 WILL FULFILL AN INFS OR SCMG MBA DEGREE REQUIREMENT.
This course covers the art and science of project management as applied to a variety of business and technical projects in commercial, public, and private sectors. It covers: project life cycle and methodology; teambuilding; project organization, stakeholders and leadership; proposals and contracts; techniques for project planning, estimating, scheduling, and control; PMO.

Students will understand the broader role of the project manager with regard to all project stakeholders and of methods, tools, and procedures for initiating, defining, and executing project.