



GRADUATE SCHOOL OF MANAGEMENT

2017-18



MARQUETTE
UNIVERSITY

BE THE DIFFERENCE.

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About Marquette University

From the President

At Marquette University, the entire community is dedicated to the academic success and personal growth of our students. The university's commitment to academic excellence is complemented by a grounding in the centuries-old Jesuit concept, *cura personalis*, which calls us to appreciate and respect the individual hopes, desires, aspirations, and concerns of all members of the Marquette community.

In this spirit, this Bulletin has been created to guide you in planning your academic career and professional development. With its descriptions of academic majors and required courses, study abroad opportunities, services for students and policies, it is a resource to help you choose the path at Marquette that best suits you, fosters your growth, and prepares you for the challenges, rewards, leadership and service that await you when you complete your work here. Use it in the spirit of Father Jacques Marquette, the 17th century Jesuit explorer for whom our university is named. Let his embrace of the unfamiliar, his openness to new opportunities, and his strong sense of purpose inspire you as you explore the offerings of this outstanding university.

You have my prayers that our loving and gracious God will bless you in your academic work at Marquette.

Michael R. Lovell, Ph.D.
President

From the Provost

A Marquette education goes beyond the educational foundation your courses provide. Your time at Marquette will be more than an education. You will receive the guidance of faculty who are experts in their field and who truly believe in the teacher-scholar model, as well as leadership opportunities in service learning and student organizations. It will be an experience that we hope transforms you into men and women who seek answers to life's deepest questions and contribute to solving the world's most pressing problems.

This bulletin can serve as a roadmap for your time here at Marquette. It describes the range of majors and courses Marquette offers, graduation requirements, academic policies and procedures, and experiential learning opportunities that exist both inside and outside of the classroom. I hope you will find it a helpful resource as you register for classes and plan ahead for future semesters.

Our faculty and staff are here to help guide your growth intellectually, emotionally and spiritually during your time at Marquette. They are a valuable resource, and I encourage you to seek their advice and listen to their perspectives gleaned from years in their respective fields. Your time on campus offers you the opportunity to engage in meaningful dialogue and learn from this engagement and through the spirit of Ignatian reflection.

The Marquette community is truly a family – one that extends beyond our campus community to the 100,000 alumni who lead and serve in the fields of law, engineering, business, medicine, education, dentistry, the humanities, social sciences and communication in all corners of the world. Our hope is that through your experiences here you will leave Marquette better than you found it. We know that you will contribute your unique gifts to enrich the diversity of our campus community and will go out into the world and be men and women for others.

Daniel J. Myers, Ph.D.
Provost

History

Marquette began as a dream of the Most Rev. John Martin Henni the first Catholic bishop of Milwaukee, but it took a trip overseas to find an investor to make it a reality. Belgian businessman Guillaume Joseph DeBoey promised \$16,000 for the proposed "academy of learning." It was hardly enough to fund the establishment of a college but just enough to keep Bishop Henni's dream alive for the next eight years until he could purchase a parcel of land on a hill topping today's North 10th and West State streets.

Nearly three decades passed before the doors of Marquette College, a small liberal arts school for men named after Rev. Jacques Marquette, S.J., opened on Aug. 28, 1881. Bishop Henni died just two days later, one might guess satisfied that his work was finished.

Throughout the years, thousands of students have passed through Marquette's halls and classrooms, aspiring to achieve academic success and a spiritual foundation to last a lifetime.

Marquette was founded in the rich tradition of the Society of Jesus, a Catholic religious order established in 1540 by St. Ignatius Loyola. The university is named after Rev. Jacques Marquette, S.J. (1637-75), a French missionary and explorer in North America.

For more information please visit Our History (<http://www.marquette.edu/about/history.php>).

Mission Statement

Marquette University is a Catholic, Jesuit university dedicated to serving God by serving our students and contributing to the advancement of knowledge. **Our mission**, therefore, is the search for truth, the discovery and sharing of knowledge, the fostering of personal and professional

excellence, the promotion of a life of faith, and the development of leadership expressed in service to others. All this we pursue for the greater glory of God and the common benefit of the human community.

Excellence

Our students, whether traditional or non-traditional, undergraduate, graduate or professional, come to Marquette University to share our commitment to the pursuit of excellence in all things as a lifelong endeavor. They come to join a community whose members — faculty, staff, students, trustees, alumni and friends alike — believe that education must encompass the whole person: spiritual and moral as well as intellectual, the heart as well as the mind. And they come seeking the educational, professional and cultural advantages of a university located in the heart of the city. We, in turn, take seriously our responsibility to foster and support excellence in teaching and research, to keep a Marquette education accessible to a diverse population of students, and to offer personal attention and care to each member of the Marquette community.

Faith

As a Catholic university, we are committed to the unfettered pursuit of truth under the mutually illuminating powers of human intelligence and Christian faith. Our Catholic identity is expressed in our choices of curricula, our sponsorship of programs and activities devoted to the cultivation of our religious character, our ecumenical outlook, and our support of Catholic beliefs and values. Precisely because Catholicism at its best seeks to be inclusive, we are open to all who share our mission and seek the truth about God and the world, and we are firmly committed to academic freedom as the necessary precondition for that search. We welcome and benefit enormously from the diversity of seekers within our ranks, even as we freely choose and celebrate our own Catholic identity.

Leadership

As a Jesuit university, Marquette embodies the intellectual and religious traditions of the Society of Jesus. Through an academically rigorous, values-centered curriculum, our students receive a firm grounding in the liberal arts, preparation for work in a world of increasing complexity and diversity, and formation for life as ethical and informed leaders in their religious, cultural, professional and civic communities. They work with and learn from faculty who are true teacher-scholars, whose research not only advances the sum of human knowledge, but also informs their teaching, and whose commitment to students is fundamental to their intellectual and professional lives.

Service

Through both our academic and co-curricular programs, Marquette strives to develop men and women who will dedicate their lives to the service of others, actively entering into the struggle for a more just society. We expect all members of the Marquette community, whatever their faith traditions, to give concrete expression to their beliefs by giving of themselves in service to those in need.

Marquette University Guiding Values

Endorsed Dec. 8, 2014

In accordance with the Catholic, Jesuit mission and vision of Marquette University, we hold that all people and things are created to praise, reverence and serve God in our community and throughout the world, and thus every aspect of the university's lifeblood and work holds this principle and foundation as its beginning and end. Therefore, we will enact the following values and behaviors in our lives and our work to serve the greater glory of God:

- Pledge personal and holistic development of students as our primary institutional vocation
- Pursue academic excellence and educate students who are men and women for and with others throughout the world
- Embody a spirit of interdisciplinary curiosity, research, innovation, entrepreneurship and application to change and improve ourselves, our community and our world
- Nurture an inclusive, diverse community that fosters new opportunities, partnerships, collaboration and vigorous yet respectful debate
- Live as servant leaders with a commitment to the Jesuit tradition and Catholic social teaching for all people, beliefs and faith traditions
- Create bold, ambitious plans enacted with agility, authentic accountability and a commitment to the greater good

Vision Statement

Marquette University aspires to be, and to be recognized, among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind.

We must reach beyond traditional academic boundaries and embrace new and collaborative methods of teaching, learning, research and service in an inclusive environment that supports all of our members in reaching their fullest potential.

Marquette graduates will be problem-solvers and agents for change in a complex world so in the spirit of St. Ignatius and Jacques Marquette, they are ready in every way "to go and set the world on fire."

Statement on Human Dignity and Diversity

As a Catholic, Jesuit university, Marquette recognizes and cherishes the dignity of each individual regardless of age, culture, faith, ethnicity, race, gender, sexual orientation, language, disability or social class. Precisely because Catholicism at its best seeks to be inclusive, we are open to all who share our mission and seek the truth about God and the world. Through our admissions and employment policies and practices, our curricular and co-

curricular offerings, and our welcoming and caring campus environment, Marquette seeks to become a more diverse and inclusive academic community dedicated to the promotion of justice.

Our commitment to a diverse university community helps us to achieve excellence by promoting a culture of learning, appreciation and understanding. Each member of the Marquette community is charged to treat everyone with care and respect and to value and treasure differences. This call to action is integral to the tradition which we share.

For more information please visit the Office of Diversity and Inclusion. (<http://www.marquette.edu/diversity>)

Accreditation

An educational institution is only as strong as the level of excellence that it demands of itself as well as of its faculty and students. Marquette University is accredited by the Higher Learning Commission, a commission of the North Central Association of Colleges and Schools. Marquette University has set consistently high standards for itself that have resulted in accreditation and/or certification of its academic programs from these additional organizations and associations.

These accreditations assure a student that Marquette is recognized and approved by select national and regional educational associations, societies and councils. In addition, a student has the security of knowing that credits earned at Marquette have transfer value to comparable institutions of learning, just as an incoming transfer student learns by checking this list that Marquette can be expected to honor most credits earned at a similarly accredited college or university.

Accrediting Agencies

College/School	Name of Agency	Academic Programs	Website
Klingler College of Arts and Sciences	American Psychological Association	Graduate Psychology – PhD in Clinical Psychology	http://www.apa.org/
Klingler College of Arts and Sciences	Computing Accreditation Commission of ABET (tentative)	BS in Computer Science	www.abet.org (http://www.abet.org)
College of Business Administration	AACSB International - The Association to Advance Collegiate Schools of Business	-BS in (Accounting, Business Economics, Entrepreneurship, Finance, Human Resources, Information Technology, International Business, Marketing, Operations and Supply Chain Management, and Real Estate) -BS/J.D. -M.B.A. -Executive M.B.A. -M.B.A./J.D. -M.B.A./M.S. Nursing -M.B.A./M.A. Political Science -M.S. Accounting -M.S. Applied Economics -M.S. Human Resources -M.S. Human Resources/J.D. -M.S. Healthcare Technology Management	http://www.aacsb.edu/
Diederich College of Communication	National Association of Schools of Theatre	BA degree with major in Theatre Arts	http://nast.arts-accredit.org/
School of Dentistry	Commission on Dental Accreditation (CODA) of the American Dental Association	D.D.S., certificate and master's in advanced specialty education programs in endodontics, orthodontics and dentofacial orthopedics, and prosthodontics, certificate in advanced education in general dentistry.	http://www.ada.org/117.aspx
College of Education	American Psychological Association	Graduate Education – Ph.D. in Counseling Psychology	http://www.apa.org/
College of Education	Council for Accreditation of Counseling and Related Educational Programs (CACREP)	M.S.-Clinical Mental Health Counseling M.A.-School Counseling	http://www.cacrep.org/
College of Engineering		The Biomedical Engineering, BSBE program is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/
College of Engineering		The Civil Engineering, BSCE program is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/

College of Engineering		The Computer Engineering, BSCO program is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/
College of Engineering		The Electrical Engineering, BSEE program is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/
College of Engineering		The Mechanical Engineering, BSME program is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/
College of Engineering		The Construction Engineering and Management, BS CEAM is accredited by the Engineering Accreditation Commission of ABET	http://www.abet.org/
College of Health Sciences	Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA)	Master of Physician Assistant Studies	http://www.arc-pa.org/
College of Health Sciences	American Society of Exercise Physiologists	BS degree with major in Exercise Physiology	http://www.asep.org/
College of Health Sciences	Commission on Accreditation in Physical Therapy Education (CAPTE)	Doctor of Physical Therapy	http://www.capteonline.org/home.aspx
College of Health Sciences	Commission on Accreditation of Athletic Training Education (CAATE)	Baccalaureate in Athletic Training	http://www.caate.net/imis15/caate/
College of Health Sciences	Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association	M.S. in Speech-Language Pathology	http://www.asha.org/academic/accreditation/CAA_overview.htm
College of Health Sciences	National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)	BS degree with major in Clinical Laboratory Sciences	http://www.naacls.org/
Law School	Section of Legal Education and Admissions to the Bar of the American Bar Association	J.D.	http://www.americanbar.org/groups/legal_education.html
Nursing	Commission on Collegiate Nursing Education	-Bachelor of Science in Nursing -Master of Science in Nursing -Doctor in Nursing Practice -Post-graduate APRN certificate	http://www.aacn.nche.edu/ccne-accreditation
Nursing	Accreditation Commission for Midwifery Education (ACME)	-Certificate in Nurse Midwifery -MS in Nursing with a specialization in Nurse Midwifery	http://www.midwife.org/

Certification, Licensure, Credentialing and Other Recognitions

College/School	Name of Agency	Academic Programs	Website
Klingler College of Arts and Sciences	American Chemical Society	BS in Chemistry, Molecular Biology/ biochemistry, Chemistry for the Professions	https://www.acs.org/content/acs/en/about/governance/committees/training/acapproved.html
College of Business Administration	Chartered Financial Analyst (CFA) Institute	BS in Finance, Applied Investment Management (AIM). The AIM program is a CFA Program Partner. The partnership designation means that Marquette University offers a degree program that covers at least 70 percent of the CFA Institute's Program Candidate Body of Knowledge, the CFA Institute Ethical and Professional Standards, and other requirements.	http://www.cfainstitute.org/partners/university/Pages/cfa_program_partners_overview.aspx

College of Education	Wisconsin Department of Public Instruction	College of Education: -Licensure programs in administration: superintendent, director of instruction, principal -Licensure programs in teaching: middle childhood-early adolescence; early adolescence-adolescence Graduate Education: -Licensure programs in pupil services: school counselor Graduate Speech-Language Pathology -Licensure programs in teaching: special education - speech and language pathology -Licensure program in bilingual-bicultural (18 credit-hour minor)	https://dpi.wi.gov/tepd/ep/approved-programs
Graduate School	Commission on Accreditation of Allied Health Education Programs (CAAHEP)	Specialist in Blood Banking (SBB) portion of the Master's in Transfusion Medicine program. The Master's in Transfusion Medicine is a collaboration between Marquette University and the BloodCenter of Wisconsin. The first 18 credits, consisting of the SBB program, are completed at the BloodCenter of Wisconsin. An additional 21-22 credits are completed at Marquette University. Marquette University has no direct affiliation with the Council on Accreditation of Allied Health Education Programs (CAAHEP). The SBB Program is accredited by CAAHEP. CAAHEP provides the standards, assessors and accreditation with sponsorship from the American Association of Blood Banks (AABB). AABB does not conduct separate accreditation.	http://www.caahep.org/
College of Nursing	Wisconsin Board of Nursing	The State of Wisconsin Board of Nursing certifies that Marquette University College of Nursing fulfilled the requirements for an accredited school of professional nursing leading to a baccalaureate degree.	http://dri.wi.gov/profdetail.asp?pdetailid=2142&profid=46&locid=0
Law School	Association of American Law Schools	JD	http://www.aals.org
College of Health Sciences	American Physical Therapy Association	Marquette & Zablocki VA Medical Center Neurologic Residency Program (Credentialed)	https://www.apta.org/
College of Health Sciences	National Strength and Conditioning Association	Exercise Physiology program; For successfully meeting established criteria, the National Strength and Conditioning Association officially recognizes Marquette University's Program in Strength and Conditioning.	http://www.nasca.com/Home/

Legal Disclosures

Non-Discrimination Statement

Marquette University, in accordance with its Jesuit tradition and Guiding Values, is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, age, disability, sex, gender identity/expression, sexual orientation, marital status, pregnancy, predisposing genetic characteristic, or military status. Employees, students, applicants or other members of the University community (including but not limited to vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law, or treated adversely or retaliated against based upon a protected characteristic.

The University's policy as well as federal and state laws and regulations prohibit unlawful discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil

Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Employee inquiries concerning the application of Section 503 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Era Veteran's Readjustment Assistance Act of 1974 and Title I of the Americans with Disabilities Act of 1990 may be referred to the Office of Human Resources; Straz Tower; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-7305.

Student inquiries concerning Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990 may be referred to the Office of Human Resources; Straz Tower; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-1645.

Student and employee inquiries concerning the application of Titles VI, VII the Age Discrimination in Employment Act of 1967, as amended and Executive Order 11246, as amended, may be referred to Lynn Mellantine, Affirmative Action Officer: Straz Tower, P.O. Box 1881, Milwaukee, WI 53201-1881; (414) 288-3430.

If you feel that you have been subjected to sexual harassment, discrimination or sexual misconduct, please contact Christine Harris Taylor, Title IX Coordinator: Alumni Memorial Union, Room 437, P.O. Box 1881, Milwaukee, WI 53201-1881, (414) 288-3151, christine.taylor@marquette.edu, or Office for Civil Rights: 500 W. Madison, Street, Suite 1475, Chicago, IL 60661-4544, (312) 730-1560.

The Marquette University Board of Trustees approved the Affirmative action Program, formalizing the University's position toward human rights. This program reaffirms and specifies action programs to continue the pledge of promotion and equal opportunity for all qualified persons.

State Authorization

Marquette University is registered as a Private Institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 137A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Written Agreements

As per Federal Financial Aid regulations, the following is a list of the entities with which Marquette University has a written agreement that enables Marquette students to broaden their educational experience.

Domestic Programs

Name	Location	Sponsoring Marquette Academic Unit	Portion of the Program that is delivered by the Entity/Institution	Method of Delivery	Costs Students May be Expected to Incur
Milwaukee Institute of Art and Design (MIAD)	Milwaukee, WI	College of Communication	Various; Fine Arts- Graphic Design minor Fine Arts-Studio Art minor	In person	Students pay Marquette tuition for the MIAD courses; No additional tuition is charged; however, MIAD courses may have course-specific fees for supplies.
Medical College of Wisconsin (MCW)	Wauwatosa, WI	Graduate School	-Master's in Bioinformatics-up to 49% -Master's in Healthcare Technologies Manangement-up to 33% -Ph.D. in Biomedical Engineering with Functional Imaging Specialization-up to 40% -all other non-Biomedical Engineering full-time Ph.D. students- up to 6 credits.	In person	Students pay Marquette tuition; there are no additional costs to the students.
University of Wisconsin - Milwaukee	Milwaukee, WI	Graduate School	Up to 6 credits.	In person or on-line classes depending on method of delivery that UWM uses.	Students pay Marquette tuition; there are no additional costs to the students.
The Blood Center of Wisconsin	Milwaukee, WI	Graduate School	MS in Transfusion Medicine 18 out of 38-40 credits are awarded	In person	\$4,915.00 total for the entire 18 credits
General Electric (GE) Edison Systems Engineering Program	Waukesha, WI	Graduate School	Master's in Electrical and Computer Engineering-30% Master's in Biomedical Engineering-18-20% Master's in Mechanical Engineering-18-20%	In person	None; this training is required as part of the students' employment at GE.
General Electric (GE) Edison Healthcare Software Program	Waukesha, WI	Graduate School	Master's in Computing-33-40%	In person	None; this training is required as part of the students' employment at GE.

General Electric (GE) Edison Aviation Engineering Program	Grand Rapids, MI	Graduate School Master's in Computing-33-40%		In person	None; this training is required as part of the students' employment at GE.
Midwest Catholic Consortium, Graduate Schools	which includes various locations *	Graduate School No more than 6 credits.		In person or online, depending on method of delivery that the host institution uses	Tuition is paid at the home institution; there are no additional costs to the students.
Jesuit Multilateral Agreement - Jesuit MBA	Participants are located throughout the United States **	Graduate School of Management Depends on the timing of when a student transfers to the new institution; however, it will be less than 50%.		It varies by school; most programs are in person	Students pay the tuition at the school into which they transferred; there are no additional costs to the students.

* Loyola University Chicago (Chicago, IL); Marquette University (Milwaukee, WI); Notre Dame University (South Bend, IN); Saint Louis University (St. Louis, MI), and any of these institutions international locations.

** Boston College; Canisius College; Creighton University; Fairfield University; Fordham University; Gonzaga University; John Carroll University; Loyola Marymount University; Loyola University Chicago; Loyola University Maryland; Loyola University New Orleans; Rockhurst University; Saint Joseph's University; Saint Louis University; Santa Clara University; Seattle University; University of Detroit Mercy; University of San Francisco; University of Scranton; and Xavier University.

Study Abroad Programs

Name	Location	Sponsoring Marquette Academic Unit	Portion of the Program that is delivered by the Entity/Institution	Method of Delivery	Costs Students May be Expected to Incur
Universidad de Pacifico	Buenos Aires, Argentina	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$29,505.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad del Salvador	Buenos Aires, Argentina	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In Person	\$29,075.00 (Fall) \$28,475.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Casa de la Mateada	Cordoba, Argentina	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$29,305.00 (Fall) \$28,965.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Monash University	Melbourne, Australia	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,815.00 (Fall) \$32,277.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Australian Catholic University (summer)	Sydney, Australia	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$5,653.00; For additional information, please visit: http://www.marquette.edu/abroad/where.shtml .
University of Innsbruck	Innsbruck, Austria	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,705.00 (Fall) \$32,505.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universiteit Antwerpen	Antwerp, Belgium	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,805.00 (Fall) \$33,945.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Pontificia Universidade Católica do Rio de Janeiro	Rio de Janeiro, Brazil	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,905.00 (Fall) \$27,365.00 (Spring); Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Pontificia Universidade Católica do Rio de Janeiro (summer)	Rio de Janeiro, Brazil	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$4,073.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Australian Catholic University	Sydney, Brisbane and Melbourne; Australia	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$32,315.00 (Fall) 32,377.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml

Universite Laval	Quebec, Canada	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,255.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite Laval (summer)	Quebec, Canada	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	Varies by credit load; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Pontificia Universidad Católica de Chile	Santiago, Chile	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$29,255.00 (Fall) \$29,115.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Diego Portales	Santiago, Chile	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$29,255.00 (Fall) \$19,817.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
BIT (Beijing Institute of Technology)	Beijing, China	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,665; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Peking University (summer)	Beijing, China	College of Business Administration	Students typically earn 3-9 credits in the summer term.	In person	\$6,298.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Peking University, Guanghai School of Management	Beijing, China	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,355.00 (fall) \$34,033.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
The Beijing Center for Chinese Studies	Beijing, China	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,755.00 (Fall) \$27,295.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
The Beijing Center for Chinese Studies (summer)	Beijing, China	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$6,523.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Southwestern University of Finance and Economics	Chengdu, China	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,954 (cost is an estimate); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Lignan University (summer)	Hong Kong, China	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$4,411.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Lingnan University	Hong Kong, China	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,105.00 (Fall) \$29,005.00 (Spring); Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Tongji University (summer)	Shanghai, China	College of Business Administration	Students typically earn 5 credits in the summer term.	In person	\$6,156.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Tongji University	Shanghai, China	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,455.00 (Fall) \$30,045.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sun Yat-Sen University	Zhuhai, China	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,155.00 (Fall) \$29,945.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Danish Institute for Study Abroad Denmark	Copenhagen, Denmark	Office of International Education	Students earn one semester worth of credit, typically 12-18 credits.	In person	\$31,940.00 (Fall) \$29,940.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Danish Institute for Study Abroad Denmark	Copenhagen, Denmark	College of Business Administration	Students typically earn 3-6 credits in the summer term.	In person	Varies by program. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Danish Institute for Study Abroad Denmark Session	Copenhagen, Denmark	Office of International Education	Students typically earn 3-10 credits in the summer term.	In person	\$5,278.00; students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Copenhagen	Copenhagen, Denmark	Office of International Education	For graduate students only; Students earn one semester's worth of credit, typically 6-9 credits.	In person	\$33,767.00 (Fall) \$30,905.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Southern Denmark	Sonderborg, Denmark	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,755.00 (Fall) \$32,495.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml

The American University in Cairo	Cairo, Egypt	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,574; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
The American University in Cairo	Cairo, Egypt	Office of International Education	Students typically earn 6 credits in the summer term.	In person	Varies by credit load; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Casa de la Solidaridad	San Salvador, El Salvador	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,297.00 (Fall) \$26,287.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Casa de la Solidaridad (summer)	San Salvador, El Salvador	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$6,511.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Birmingham	Birmingham, England	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,005.00 (Fall) \$35,605.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Birmingham (summer)	Birmingham, England	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$6,078.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Kent	Canterbury, England	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$30,367.00 (Fall) \$29,289.00 (Spring); students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
City University	London, England	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$32,717.00 (Fall) \$32,989.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Fordham University-London Centre	London, England	Office of International Education	For undergraduate students only; Students earn one semester's worth of credit, typically 12-18 credits.	In Person	Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Kings College	London, England	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,967.00 (Fall) \$32,315.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Kings College Summer Program	London, England	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$4,913.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
St. Mary's-Twickenham	London, England	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$30,467.00 (Fall) \$31,064.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
St. Mary's-Twickenham (summer)	Twickenham, England	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$3,203.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
ESSEC	Cergy, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,505.00 (Fall) \$32,595.00 (Spring); Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
EDHEC Business School	Lille, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$36,295 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
European Summer Program at Lille Catholic University	Lille, France	Office of International Education	Students typically earn 5-9 credits in the summer term.	In person	Varies by credit load/subjects studied; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite Catholique de Lille	Lille, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,917.00 (Fall) \$29,145.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite Catholique de Lille (summer)	Lille, France	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$4,371.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite Catholique de Lyon (ESDES)	Lyon, France	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,605.00 (Fall) \$38,587.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite Catholique de Lyon (ESDES)	Lyon, France	College of Business Administration	Students typically earn 6 credits in the summer term.	In person	\$6,216.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Institut Catholique de Paris	Paris, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$29,705.00 (Fall) \$30,205.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml

Institut Catholique Paris Summer Program	Paris, France	Office of International Education	Students typically earn 6-9 credits in the summer term.	In person	\$5,073.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sciences-Po	Paris, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$30,317.00 (Fall) \$31,455.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sciences-Po (summer)	Paris, France	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$4,623.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universite de Poitiers	Poitiers, France	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$34,967.00 (Fall) \$32,181.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
EM Strasbourg	Strasbourg, France	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,505.00 (Fall) \$32,017.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
EM Strasbourg (summer)	Strasbourg, France	College of Business Administration	Students typically earn 7 credits in the summer term.	In person	\$8,143.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Catholic University of Eichstatt/ Ingolstadt	Eichstatt, Germany	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,605.00 (fall) \$32,545.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Catholic University of Eichstatt/ Ingolstadt summer program	Eichstatt, Germany	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$4,013.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Goethe University	Frankfurt, Germany	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,805.00 (Fall) \$28,643.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Phillipps Universitat	Marburg, Germany	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,355.00 (Fall) \$28,145.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
The American College of Greece	Athens, Greece	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$30,767.00 (Fall) \$30,729.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
The American College of Greece (summer)	Athens, Greece	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$5,761.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
St. Xavier's College	Gurgaon, India	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	http://www.marquette.edu/abroad/where.shtml
University College Dublin	Dublin, Ireland	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,067.00 (Fall) \$31,765.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University College Dublin Nursing (summer)	Dublin, Ireland	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$9,216.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
National University of Ireland	Galway, Ireland	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,217.00 (Fall) \$28,715.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
National University of Ireland, Galway Summer Program	Galway, Ireland	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$7,316.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Gonzaga in Florence Summer Program	Florence, Italy	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$13,032.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml

Gonzaga University	Florence, Italy	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$33,652.00 (Fall) \$33,677.00 (Spring); students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universita Cattolica del Sacro Cuore	Milan, Italy	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,917.00 (Fall) \$32,177.00 (Spring); students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Università Cattolica del Sacro Cuore	Milan, Italy	Office of International Education	Students typically earn 3-9 credits in the summer term.	Various	\$8,931.00; students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
John Cabot University	Rome, Italy	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,017.00 (Fall) \$32,767.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
John Cabot University Summer Program	Rome, Italy	Office of International Education	Students typically earn 3-12 credits in the summer term.	In person	\$6,466.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
John Felice Rome Center	Rome, Italy	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,217.00 (Fall) \$31,855.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
LUISS Università Guido Carli	Rome, Italy	College of Business Administration	Students earn on semester's worth of credit, typically 12-18 credits.	In person	\$27,605.00 (Fall) \$33,017.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Nagasaki University	Nagasaki, Japan	Office of International Education	Student's earn on semester's worth of credit, typically 12-18 credits.	In person	Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sophia University	Tokyo, Japan	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$32,005.00 (Fall) \$31,495.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sophia University Summer Program	Tokyo, Japan	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$5,018.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Jordan	Amman, Jordan	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Jordan (summer)	Amman, Jordan	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	Varies by credit load; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
University of Luxembourg	Luxembourg City, Luxembourg	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Iberoamericana Ciudad de Mexico	Mexico City, Mexico	College of Business Administration	Students typically earn 3-6 credits in the summer term.	In person	\$29,533.00; students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Iberoamericana Puebla	Puebla, Mexico	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Tecnologico de Monterrey	Various cities, Mexico	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varies by location. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
EGE Rabat	Rabat, Morocco	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,917.00 (Fall) \$28,959.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Ateneo de Manila University	Manila, Philippines	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,967.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Casa Bayanihan	Manila, Philippines	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$26,590 (Fall) \$22,685 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
South Africa Service Learning Program	Bellville, Republic of South Africa	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$31,790; Additional information is found here: http://www.marquette.edu/abroad/where.shtml

University of Western Cape	Capetown, South Africa	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sogang University	Seoul, South Korea	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,617.00 (Fall) \$27,955.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Sogang University Summer Program	Seoul, South Korea	Office of International Education	Students typically earn 6-9 credits in the summer term.	In person	\$7,471.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
IQS-Universitat Ramon Llull	Barcelona, Spain	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,705.00 (Fall) \$33,345.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Loyola Andalucia-Cordoba	Cordoba or Seville, Spain	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,755.00 (Fall) \$31,795.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Saint Louis University-Madrid Campus	Madrid, Spain	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In Person	\$28,967.00 (Fall) \$28,875.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Saint Louis University-Madrid Campus (summer)	Madrid, Spain	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$5,971.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Pontifica Comillas	Madrid, Spain	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$28,167.00 (Fall) \$30,825.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad Pontifica Comillas Summer Program	Madrid, Spain	Office of International Education	Students typically earn 6 credits in the summer term.	In person	\$7,417; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Universidad de Duesto	San Sebastian, Spain	College of Business Administration	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$36,750; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Fu Jen Catholic University	New Taipei City, Taiwan	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$24,350 (Fall) Cost is an estimate. \$25,015.00; Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Mahidol University International College	Bangkok, Thailand	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$27,117.00 (Fall) Varies by session. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Mahidol University International College (summer)	Salaya, Thailand	Office of International Education	Students typically earn 3-6 credits in the summer term.	In person	\$16,107.00; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Vietnam National University	Ho Chi Minh City, Vietnam	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	\$25,967.00 (Fall) \$28,895.00 (Spring); Additional information is found here: http://www.marquette.edu/abroad/where.shtml
AMIDEAST	Various locations	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varies by program; students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
Center for Education Abroad at Arcadia University	Various locations	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varied by program; students pay the program directly. Additional information is found here: http://arcadia.edu/abroad/
Center for Education Abroad at Arcadia University (summer)	Various locations	Office of International Education	Students typically earn 3-9 credits in the summer term.	In person	Varies by program; students pay program directly. Additional information is found here: http://www.arcadia.edu/abroad/ (http://www.arcadia.edu/abroad/)

ISU Hessen	Various locations	Office of International Education	Students typically earn 6 credits in the summer term.	In person	Varies by credit load/subjects studied; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
School for International Training (SIT)	Various locations	Office of International Education	Students earn one semester's worth of credit, typically 12-18 credits.	In person	Varies by program; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
School for International Training (SIT)	Various locations	Office of International Education	Students typically earn 3-9 credits in the summer term.	In person	Varies by program; students pay program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml
AMIDEAST (summer)	Various	Office of International Education	Students typically earn 3-12 credits in the summer term.	In person	Varies by credit load; students pay the program directly. Additional information is found here: http://www.marquette.edu/abroad/where.shtml

* All costs are estimates. For more information, please visit: <http://www.marquette.edu/abroad/where.shtml>. Click on the program you are interested in. Next to "Budget Sheets," click on the semester you are planning to go abroad.

Graduate School of Management

From the Dean

Graduate School of Management website (<http://business.marquette.edu/academics/gsm>)

Welcome!

The Graduate School of Management is dedicated to building self-aware leaders with character. Leadership is the application of knowledge to inspire and influence and accomplish an objective. Knowledge is both curriculum based and non-curriculum based; our curriculum has four levels of learning where we teach our students to **analyze, decide, integrate and lead**. To solve complex dynamic problems, we need to have the quantitative analysis skills to analyze problems and provide data-driven solutions. Those data-driven solutions need to be steeped in critical thinking to provide decisions that are thoughtful and consider all stakeholders. Integration is critical. How decisions become integrated into the fabric of the organization and communicated to all members of the team determines whether the decision is adopted and implemented. The final step is building individuals to lead with humility, fairness and a sense of humor.

"Leadership begins with self-leadership, and self-leadership begins with knowing oneself." (*Chris Lowney, Heroic Leadership, 2003, Chicago: Loyola Press, 2003, p.98.*) While the curriculum-based learning provides a conceptual understanding of multifaceted issues, business leaders must be self-aware to lead; self-awareness is cultivated in the many non-curriculum-based student opportunities. To become self-aware it is critically important to seek out opportunities that take you out of your role as a student: be a volunteer to build compassion; spend time abroad to get world perspective; engage a mentor to recognize another's point of view; enter a case competition to understand team dynamics; among many, many others. Self-aware, experience-based problem solvers require us all to understand how we as individuals impact a decision and how that decision impacts others.

Character is the combination of qualities that distinguishes one individual from another. A Jesuit-based business education is distinctive in how we convey the intellectual and moral qualities of honesty, courage and integrity. Business decisions must not be solely based in the financial viability of an investment – informed decision-makers provide solutions that are socially just and environmentally sustainable as well.

Again, I welcome you to the Graduate School of Management and challenge you to take advantage of the many curriculum-based and non-curriculum-based opportunities to become self-aware leaders with character. I look forward to the journey ahead!

Brian D. Till, Ph.D.

Keyes Dean of Business Administration

How To Use

The Graduate School of Management (GSM) Bulletin contains information regarding the academic calendar, admissions, degree requirements, fees, regulations, and course offerings. Prospective and current graduate students are responsible for all information contained in this bulletin that is pertinent to graduate study and their specific field. Academic policy and course changes apply to all students as of the date they become effective, regardless of whether they were in effect at the time the student initially enrolled at Marquette. Graduate students may follow the program requirements of the bulletin that are in effect at the time they submit their application, or any other bulletin used during their enrollment as long as the student's program has not been discontinued in the bulletin year the student decides to follow. That is, students may not continue in programs that have been discontinued, unless they maintain continuous enrollment from the time of admission and follow the degree requirements in effect during one of the bulletin years in which the program was active. However, students must abide by only one bulletin's rules. If any exceptions to this policy are required due to length of time between submitting an application and beginning the program, the student are notified in writing of the applicable bulletin to follow. In order to properly audit a student's academic record for graduation, the student must notify the Graduate School of Management in writing if any bulletin other than the one in effect at the time of application is to be used.

Graduate School of Management students must assume full responsibility for knowledge of the rules and regulations of the Graduate School of Management and the special requirements of their individual degree programs. It is the responsibility of each graduate student to verify and meet the deadlines listed in the Academic Calendar (e.g., for submitting financial aid forms, etc.).

Changes to the Graduate School of Management Bulletin

Marquette University reserves the right to make changes of any nature in its programs, calendar, or academic schedule whenever in its sole judgement it is deemed necessary or desirable. Certain provisions in the bulletin may be in the process of amendment or change. Accordingly, the bulletin is not intended to be relied upon as a statement of the university's contractual undertakings. The decision of Marquette University as to the interpretation and method of implementation of its rules, regulations, program requirements, schedules and calendars shall be conclusive and final.

The information in this bulletin and other university bulletins, publications or announcements may change without notice. Current information is available from the Graduate School of Management.

Location

The Graduate School of Management is located in David A. Straz, Jr., Hall; Executive Center, Suite 275; 606 N 13th Street; Milwaukee, WI 53233. Mail should be sent to:

Marquette University
Graduate School of Management
David A. Straz, Jr., Hall
Executive Center, Suite 275
P.O. Box 1881
Milwaukee, WI 53201-1881

The Graduate School of Management's telephone number is (414) 288-7145, the fax number is (414) 288-8078, the email address is mba@marquette.edu, and the website is marquette.edu/gsm.

Refer to the University's Academic Calendar for 2017 - 2018 for all official deadlines. Deadlines are also posted on the website (<http://business.marquette.edu/academics/gsm>).

Admission and Readmission to the Graduate School of Management

Admission

Admission Status

Marquette University admits graduate students under four different categories: degree, non-degree, temporary and visiting scholar status.

Degree Status

When applicants are admitted to a program leading to a master's degree, they are said to be in "degree status." This designation is made after the department and the Graduate School of Management have accepted an application. An applicant may be admitted into one of two categories.

Regular degree status — Designates a student who is admitted to the Graduate School of Management and is working toward a master's degree in a particular program. Students are eligible for tuition scholarships, graduate assistantships and fellowships.

Probationary degree status — This status is awarded to master's degree students only by the applicant's department or the Graduate School of Management. Probationary status is assigned when an applicant's academic performance falls below Graduate School of Management standards but there is other evidence to suggest the potential for successful graduate level study. Students admitted on probation are not eligible to receive financial aid from the Graduate School of Management but may apply for financial assistance from the Office of Student Financial Aid. Probationary status is typically removed upon completion of nine semester hours of course work with a 3.000 overall GPA or better, no grade lower than a B and all credits taken at the graduate level. Conditions of probationary degree status are specified on the admission letter. Students failing to have their probationary status removed after completing nine semester hours are not permitted to remain in the Graduate School of Management.

Non-Degree Status

Non-degree status is seldom utilized in the Graduate School of Management. This status designates any student taking graduate-level classes who is not seeking a master's degree. Two types of non-degree status utilized by the Graduate School of Management are: Temporary admission and Visiting Scholars admission. Students are not eligible to receive financial aid from the Graduate School of Management or from the Office of Student Financial Aid except for Catholic Schools Personnel Scholarships and the Milwaukee Area Teachers Scholarships.

All applicants are required to submit an application, the application fee, certified copies of transcripts and other information as requested by the department. Non-degree applicants seeking admission to degree status must meet the same admission standards as other applicants to a degree program.

Completion of any number of non-degree credits does not guarantee acceptance into a degree program, and, if a non-degree student is subsequently admitted to a degree program, there is no guarantee that credits earned while in non-degree status will count toward the degree. Most degree programs accept no more than six credits taken as a non-degree student. Grades below B do not transfer to degree programs but do remain in grade point calculations.

Credits earned as a non-degree student may be considered as graduate credits and certified as such to school boards or other authorities. Non-degree students may register for Graduate School of Management courses if they have met the prerequisites and have department permission. Permission numbers are required for non-degree registrations. The Graduate School of Management typically limits non-degree status to one term.

Probationary status — This status is awarded by the applicant's department or the Graduate School of Management. Probationary status is assigned when an applicant's academic performance falls below Graduate School of Management standards but there is other evidence to suggest the potential for successful graduate level study. Non-degree probationary status is typically valid for one term only. A student is expected to meet requirements for and apply to degree status if the student anticipates continuing. Conditions of probation are included on the admission letter.

Temporary Admission Status

Applicants who have applied to a degree or a non-degree program, and meet the minimum admission requirements but have not submitted all the necessary documents may be admitted under temporary status. This admission is valid for only one term. Students must apply for and be admitted as a degree student before being allowed to register for additional courses. There is no guarantee that credits earned while in temporary status will count toward the degree. Grades below B do not transfer to the degree program but remain in grade point calculations. Exceptions are rarely made to this policy.

Visiting Scholar Status

This status designates a student, seeking a master's degree at another institution, who takes one or more classes at Marquette University with the intention of transferring the earned credits. Evidence of the student's status and academic performance at the other institution will be required. Submission of official transcripts is required.

Visiting scholars may apply for federal financial aid through the student's home school or through Marquette. Students applying for aid through Marquette must request a Consortium Agreement from the Office of Student Financial Aid. When the completed form is returned to Marquette, the student will become eligible for federal financial aid and the Office of Student Financial Aid will process the student's FAFSA. Students applying for federal aid through their home institutions should consult their home institutions for their application policies and procedures.

General Admission Requirements

Only applicants whose total record indicates that they can make independent, original and high quality contributions to knowledge will be admitted. Departments reserve the right to limit the number of students accepted within a given time period. Applicants must follow the Graduate School of Management's application for admission procedures. It is the applicant's responsibility to obtain information about additional application requirements from the Graduate Programs section found in this bulletin or from the director of graduate studies for the proposed program.

Application Procedures

An online application is required for the Graduate School of Management and is available at the Graduate School of Management (<http://business.marquette.edu/academics/gsm>) website. Click on Apply Now.

If you have transcripts from multiple schools and multiple letters of recommendation, you are very strongly encouraged to collect all application materials (with the exception of required standardized test scores) and mail them together, along with a copy of your online application in one envelope. If you have a copy of the test scores, you are encouraged to submit them as well. However, these copies will be considered unofficial until we receive the official scores from the testing agency. Each letter of recommendation and transcript must be enclosed in its own sealed envelope and signed across the back seal by the issuing party. You may also use the online letter of recommendation function available within the online application. If the online letter of recommendation system is used, the physical letter of recommendation does not have to be submitted. Applications are not reviewed for admission until all materials have been received. Submit all application materials by mail to:

Marquette University
Graduate School of Management
David A. Straz, Jr., Hall
Executive Center, Suite 275
P.O. Box 1881
Milwaukee, WI 53201-1881

or by courier to: Marquette University Graduate School of Management, David A. Straz, Jr., Hall; Executive Center, Suite 275; 606 N 13th Street, Milwaukee, WI 53233.

Students may apply for Regular Degree, Temporary Degree, or Non-degree status. It is recommended that students apply for Regular Degree Status when possible.

Applicants for degree status must submit all materials directly to the Graduate School of Management:

- A completed online application form and \$50 fee (U.S. currency only). **Note:** Application fee is waived for Marquette University alumni.
- Official transcripts from all current and previous colleges except Marquette.
- A letter notifying the Graduate School of Management if the last name (family name) on the transcripts or test scores is different from the name on the Graduate School of Management application.
- Official test scores from the Graduate Management Admission Test (GMAT) test code 1448 or Graduate Records Exam (GRE) test code 5786. The GMAT/GRE requirement may be waived if a student has a Master's degree in a quantitative field (i.e. engineering, finance, etc.). The GMAT/GRE requirement may be waived for qualified Executive MBA applicants. See EMBA website.
- Essay questions on page 7 of the application form (not required for Economics).
- Resume or job profile.
- Two - three letters of recommendation for Economics, Executive MBA, Master in Leadership, and certificate graduate applicants.
- Applications for full-time students are due on February 15th for fall and October 1st for spring. Applications after these deadlines will be reviewed on a space available basis.
- Applications for part-time students are reviewed on a rolling basis.

(Additional requirements for international applicants or applicants applying for Graduate School financial aid i.e. assistantship positions):

- Three letters of recommendation are required.
- Certified English translation of international transcripts, diploma, etc.
- Official TOEFL score or other acceptable proof of English Proficiency.

For applicants for Temporary (which is valid for one term only), or Non-degree Status:

- A completed application form and \$50 fee.
- Official transcripts from all current and previous colleges except Marquette.

- Essay questions on page 7 of the application form.
- Resume or job profile.

(International applicants on an F-1 visa are not eligible for this status.)

Official Transcripts

Official transcripts detailing previous academic study from all universities or colleges attended, with the school seal, normally must be sent directly from the issuing institution to the Graduate School of Management, or delivered electronically directly to the Graduate School of Management via a secured third party method that has been verified by the sending institution. Transcripts routed through applicants are not normally accepted as official. Applicants with course work in progress toward the fulfillment of a degree are required to submit an official final transcript verifying receipt of their degree after completing the course work. All applicants who have transcripts in a language other than English must provide official transcripts accompanied by certified English translations.

Marquette University
Graduate School of Management
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Applicants who previously attended Marquette University need not request Marquette transcripts but, if applicable, are required to furnish transcripts from other schools they attended.

Letters of Recommendation

Applicants should check their program section of this bulletin for information about the number of letters of recommendation needed, if any. Letters of recommendation should comment on the applicant's past academic record and potential for future success. Most programs do not require special forms or format. Letters of recommendation may be sent directly to the Graduate School of Management by the author or institution, delivered in sealed envelopes with the author's signature across the back flap, or via the online letter of recommendation function available within the online application. If the online letter of recommendation system is used, the physical letter of recommendation does not have to be submitted.

Applicants applying for financial aid through the university (Assistantship and Scholarship awards) must submit three letters of recommendation and check the financial aid area on the application (see the Financial Aid section of this bulletin).

International students must submit three letters of recommendation even if they are not applying for financial aid. These letters should be sent directly to the Graduate School of Management by the author or institution, or be delivered in sealed envelopes with the author's signature across the flap, or via the online letter of recommendation function available within the online application.

Letters from former professors or administrators of their former institutions are preferred.

Permission to discuss the applicant's file with a third party (optional)

Applicants who are unable to speak directly with an admissions counselor (due to distance, expense, etc.) may give the Graduate School of Management permission to communicate with a third party. Marquette University requires that this request be made in writing, be signed by the applicant, and specify the name(s) of the third party. The form is available on the GSM website (<http://business.marquette.edu/academics/gsm>).

Additional application materials as requested by the program

It is the applicant's responsibility to obtain information about these requirements from their Graduate Program portion of this bulletin or from the director of graduate studies for the proposed program.

Test Data

One or more of the following tests may be required as part of the admission process. Consult the Graduate Programs section of this bulletin or the program requirements at the GSM website (<http://business.marquette.edu/academics/gsm>) for information specific to the applicant's proposed program. Regardless of the test, all scores must be sent directly from the issuing source to the Graduate School of Management.

Preparation books for these tests can be found at the public library and various bookstores. Free downloads of preparation materials are also available at [mba.com](http://www.mba.com) (<http://www.mba.com>) for the GMAT and at [gre.org](http://www.gre.org) (<http://www.gre.org>) for the GRE.

The Graduate School of Management urges applicants to take tests well in advance of the date the scores are needed. It can take up to six weeks for scores to reach the Graduate School of Management office after the exam. Test scores should be relatively recent; scores more than five years old (two years for TOEFL) may not be accepted.

Graduate Management Admission Test (GMAT)

All Graduate School of Management programs require the GMAT (test code 1448) or GRE (test code 5786) for admission to the master's programs.

For information about this GMAT, contact the Graduate Management Admission Council®, 1600 Tysons Blvd., Ste. 1400, McLean, VA 22102 or visit [mba.com](http://www.mba.com) (<http://www.mba.com>) or call (800) 717-GMAT (4628).

Test takers must enter the code 1448 in the Score Report Recipient section of the GMAT registration form. It is not sufficient to list Marquette as the undergraduate institution. Failure to enter the correct code will delay the admission decision.

Graduate Record Examination (GRE)

For information about the GRE, contact the Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541-6000. Visit [gre.org](http://www.gre.org) (<http://www.gre.org>) or call (609) 771-7670 or (866) 473-4373.

Test takers must enter the code 5786 in the Score Report Recipient section of the GRE registration form. It is not sufficient to list Marquette as the undergraduate institution. Failure to enter the correct code will delay the admission decision.

English Language Proficiency - International Students Only

International students whose language of instruction for their bachelor's degree education (or master's, if applicable) was not English, must provide English language proficiency verification via one of the following: TOEFL, Pearson Test of English (PTE), IELTS, or ESL Language Center.

Test of English as a Foreign Language (TOEFL)

International students should have an adequate command of both written and spoken English, usually evidenced by a TOEFL score of at least 580 on the paper-based version, 215 on the computer-based version. The Internet-based, or iBT, version of TOEFL tests students in four areas: reading, writing, speaking and listening. In general, a minimum score of 21 is required for each of the four sections with an overall minimum score of 90. Applicants for some programs must test with higher minimums and should consult the Graduate Programs section of this bulletin for specific information.

Test takers must enter the code 1448 and department code 02 in the Score Report Recipient section of the TOEFL registration form. Test scores may not be more than two years old. For information about this test, contact TOEFL Services, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151. Visit [toefl.org](http://www.toefl.org) (<http://www.toefl.org>) or call (609) 771-7100 for more information.

International English Language Testing System (IELTS)—International Students Only

International students whose language of instruction for a prior degree was not English may take the IELTS in place of the TOEFL. In general, scores should be no more than two years old. Although each application is evaluated in its entirety, in general, an IELTS score of 6.5 overall or higher with no section below 6.0 will be required for admission. Information about the IELTS can be found at [ielts.org](http://www.ielts.org). (<http://www.ielts.org>)

ESL Language Centers

The Graduate School of Management will accept successful completion of ELS Language Centers level 113 with a final grade of B or better from U.S.-based Centers only.

International Student Requirements

Definition of an International Student

An international student is defined as an applicant who is not a U.S. citizen or permanent resident.

Application Instructions

As described in the Application Instructions section in this bulletin, international applicants are required to submit an online application form, a non-refundable application fee, official transcripts with certified English translations, three letters of recommendation, test data (including the TOEFL or other proof of proficiency) and other materials as required by the program to which they are applying.

English Language Assistance

All non-native English speaking graduate assistants will be required to take a language placement examination upon their arrival on campus. Based on the results of the exam, students may be required to enroll in one or more English as a Second Language (ESL) courses in addition to their required course work. ESL courses in writing, reading, listening comprehension and speaking/pronunciation are offered during the fall and spring terms. (This requirement is in addition to the TOEFL requirement.)

Financial Verification and Visa Regulations

Upon acceptance to the Graduate School of Management, F-1 students must adequately document their financial resources for the duration of the academic program before a visa is issued. Financial verification, in the form of an appropriate sponsorship statement and an advance deposit (in U.S. currency) must be sent to Marquette University before the certificate of eligibility for a visa is issued. As a courtesy to our students, all I-20's are express mailed to the student at the expense of the Graduate School of Management. The premium for the first term of health and repatriation insurance required of all F-1 students are deducted from the advance deposit. Students must be prepared to pay any remaining balance of the first term's tuition when they arrive on campus. The advance deposit is waived if the student receives a scholarship or other academic award that covers the cost of the first term's tuition. If a student chooses not to attend Marquette University after the I-20 has been issued, all but \$500 (U.S. currency) is refunded. The request for refund form and original I-20 must be returned to the Graduate School of Management before any refunds can be authorized. If the student

would like their refund expressed mailed, they must indicate that on the "Request for Refund" form. The cost of delivery is deducted from the original refund amount.

International students must abide by the regulations of their legal status in the United States regarding their defined educational objectives, academic load, and employment. Most international applicants are eligible only for regular degree status. Those seeking admission for non-degree status must obtain a statement of their legal eligibility from Marquette's Office of International Education.

Readmission

Readmission to First Master's Degree

Students who have withdrawn from the university, failed to enroll for one or more academic-year terms, were administratively withdrawn from their program, or who were suspended for any reason must be formally readmitted to the Graduate School of Management before resuming their studies. To be readmitted, students must receive departmental endorsement and complete a new Application for Graduate School of Management Admission via the GSM website (<http://business.marquette.edu/academics/gsm>). The application for readmission from students who have been Required to Withdraw for Academic Reasons (academically dismissed), must include the Appeal Academic Dismissal/Satisfactory Academic Progress form found on the Marquette Central academic forms website (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml). Furthermore, no application for readmission is considered for any former student with an outstanding balance of \$3,000 or more owed to the university. The associate dean of the Graduate School of Management and the Director of the Master's program jointly decide if a student is readmitted.

In being readmitted, students face the possibility that previously completed work might not be accepted with the readmission decision, even if taken within the same program. The major department and/or Graduate School of Management may also set readmission conditions on the student's resumption of work toward a degree such as registering for additional course work, retaking examinations, completing the degree within a specified time period, or other appropriate terms.

Requests for readmission from students who have been suspended are based on many considerations including the applicant's ability, evidence of growth and maturity, credits earned at another institution, and time elapsed since leaving Marquette. No student may be readmitted to a program that is no longer active at the time of readmission.

Earning a Second Master's Degree

Students already holding a Marquette master's degree may earn a second Marquette master's degree in another discipline following the application procedures stated in this bulletin.

During the first term of study for a second master's degree within the Graduate School of Management, students must plan with their adviser, a program of study to successfully complete the second master's degree. Between 9 and 12 credit hours may be transferred (courses must have been completed within the past 5 years with the grade of B or better) from a student's first master's degree at Marquette University depending on the total number of credits needed for the second master's degree. Department endorsement and Graduate School of Management approval must be obtained. All transfer credits must be relevant to the GSM degree. All program requirements for the second master's degree must be successfully completed by deadlines posted in the bulletin, including the transfer of credit form, graduation application, and if required, the professional project or comprehensive exam, etc. to meet the requirements for the second master's degree. (See Transfer of Credit for additional information.)

Academic Calendar

Academic Calendars/Exam Schedules (http://www.marquette.edu/mucentral/registrar/cal_index.shtml)

Academic Regulations

Academic Integrity

Academic integrity is the foundation of learning, research, and scholarship. To that end, it is imperative that all members of the university community adhere to a shared understanding of the standards outlined in this policy. All faculty, staff, and students are required to recognize, respect and uphold:

- The Statement on Academic Integrity
- The Honor Pledge
- The Honor Code
- Best Practices
- Academic Misconduct Policy

Statement on Academic Integrity

We, the scholars of Marquette University, recognize the importance of personal integrity in all aspects of life and work. We commit ourselves to truthfulness, honor, and responsibility by which we earn the respect of others. We support the development of good character in our academic community, and commit to uphold the highest standards of academic integrity as an important aspect of personal integrity. Our commitment obliges us as students, faculty, and staff to conduct ourselves according to the Marquette University Honor Code set forth below. We do this in pursuit of Marquette University's mission, which is the search for truth, the discovery and sharing of knowledge, the fostering of personal and professional excellence, the promotion of a life of faith, and the development of leadership expressed in service to others.

Students are asked to commit to academic integrity through the following *honor pledge*. Faculty may require students to sign the pledge in their courses or for any individual assignment.

Honor Pledge

I recognize the importance of personal integrity in all aspects of life and work. I commit myself to truthfulness, honor, and responsibility, by which I earn the respect of others. I support the development of good character, and commit myself to uphold the highest standards of academic integrity as an important aspect of personal integrity. My commitment obliges me to conduct myself according to the Marquette University Honor Code.

Honor Code

The honor code obliges students:

1. To fully observe the rules governing exams and assignments regarding resource material, electronic aids, copying, collaborating with others, or engaging in any other behavior that subverts the purpose of the exam or assignment and the directions of the instructor.
2. To turn in work done specifically for the paper or assignment, and not to borrow work either from other students, or from assignments for other courses, unless approved by the faculty member.
3. To give full and proper credit to sources and references, and to acknowledge the contributions and ideas of others relevant to academic work.
4. To report circumstances that may compromise academic honesty, such as inattentive proctoring or premature posting of answers.
5. To complete individual assignments individually, and neither to accept nor give unauthorized help.
6. To accurately represent their academic achievements, which may include their grade point average, degree, honors, etc., in transcripts, in interviews, in professional organizations, on resumes and in the workplace.
7. To report any observed breaches of this honor code and academic honesty.

Academic integrity is a matter of great importance to the entire Marquette community and as such the honor code obliges others on campus as well.

The honor code obliges instructors:

1. To monitor and design exams and assignments so that honest students will not be disadvantaged by other students who might choose to cheat if given the opportunity.
2. To report circumstances that may compromise academic honesty, such as inattentive proctoring or premature posting of answers.
3. To follow all published procedures regarding cases of academic misconduct.
4. To report any observed breaches of this honor code and academic honesty.

The honor code obliges researchers:

1. To give full and proper credit to sources and references, and to acknowledge the contributions and ideas of others relevant to research.
2. To conduct research experiments according to professional standards of objectivity, conscientiousness, reliability and transparency.
3. To conduct all experiments according to professional ethical standards, and, when applicable, to submit all proposed investigations to the relevant oversight bodies.

4. To provide sufficient documentation of research methodology so that other researchers in the field may replicate work.
5. To observe all duties required by copyright, trademark, patent and/or other applicable laws or regulations.
6. To follow all published procedures regarding cases of personal and academic misconduct.
7. To report any observed breaches of this honor code and academic honesty.

The honor code obliges staff:

1. To interpret procedures and regulations in the spirit of furthering the highest standards of personal and academic integrity.
2. To report circumstances that may compromise academic honesty, such as inattentive proctoring or premature posting of answers.
3. To follow through on reporting, punishment, and record-keeping on all incidents of personal and academic misconduct.
4. To follow all published procedures regarding case of personal and academic misconduct.
5. To report any observed breaches of this honor code and academic honesty.

Academic Integrity Best Practices

In addition to the honor code, members of the Marquette University community commit to the following set of best practices.

As students we strive to come to class on time and to be prepared for the material at hand. This includes all readings and assignments. We strive to devote our full attention to the class proceedings and to be fully engaged in class discussions and activities. We recognize the importance of asking questions about material we don't understand, as it helps other students who may not have thought of the question but need to hear the answer, and it gives the instructor valuable feedback. We respect the views of classmates and instructors, and we avoid distracting the class and instructor with irrelevant conversations or behavior. We strive to prepare for exams in a timely manner, and to seek help from the instructor when necessary during the preparation. We start preparing papers, projects, and homework assignments early enough to have sufficient time to do the best we can.

As instructors we strive to be prepared and current with respect to the content and conduct of our courses, and to plan the course and class sessions to achieve the course objectives effectively. We strive to answer questions honestly and completely, and to acknowledge when we do not have an answer. We strive to give all students equal opportunity to participate in class discussions and activities. We respect students' views on issues of judgment, and we clearly distinguish between our personal opinions and our professional expertise. We are available during office hours or at arranged times to work with students individually to help them to master course material. We strive to develop and update exams and assignments so that they are meaningful tests of understanding and progress toward achieving course objectives. Finally, we give due and careful consideration to students' answers and submissions when evaluating them and assigning grades.

As researchers we strive to be honest, accurate, efficient, ethical, objective, and accountable in conducting and reporting our research efforts. Where applicable, we aim to publish in outlets accessible to other professionals in the field for the greatest possible dissemination of creative scholarly research.

As staff we strive to serve all faculty and students within the confines of Marquette University's policy and procedure. We recognize the importance of serving all faculty and students fairly and on a timely basis, while maintaining confidentiality. We respect teaching and learning, and support faculty and students in this endeavor every day.

Academic Integrity Tutorial

All undergraduate, graduate and health science professional students must successfully complete an Academic Integrity tutorial during their first term of enrollment, or be subject to a registration hold for the following term.

Academic Misconduct Policy

Definitions of Academic Misconduct

Academic misconduct includes, but is not limited to, individual violations, helping another student with any form of academic misconduct, failing to report any form of academic misconduct, or intentionally interfering with the educational process in any manner. Faculty, staff or students who are aware of academic misconduct and fail to report it are considered complicit in these actions. The following sections provide representative examples of academic misconduct. If a student is in doubt as to whether an action or behavior is subject to the academic misconduct policy, he/she should consult an appropriate member of the Academic Integrity Council, faculty or staff.

Cheating

1. Copying from others for an assignment and/or during an examination, test or quiz.
2. Obtaining, or attempting to obtain, an assignment, examination, test, quiz or answer key without authorization.
3. Using unauthorized electronic devices or materials for an assignment, during an examination, test or quiz.
4. Communicating answers or providing unauthorized assistance for an assignment, examination, test or quiz.
5. Using unauthorized answers or assistance for an assignment, examination, test or quiz.
6. Offering one's own work to another person, or presenting another person's work as one's own.

7. Completing an assignment and/or taking an examination, test or quiz for another student, or having someone complete an assignment, take an examination, test or quiz for oneself.
8. Tampering with an assignment, examination, test or quiz after it has been graded, and then returning it for additional credit.
9. Outsourcing assignments, papers, examinations, tests, quizzes to fellow students or third parties.

Plagiarism

Plagiarism is intellectual theft by the unethical use of sources. It means use of another's creations or ideas without proper attribution. Credit must be given for every direct quotation, for paraphrasing or summarizing any part of a work and for any information that is not common knowledge. Plagiarism is further addressed in the Academic Integrity Tutorial.

Academic Fraud

1. Altering or forging documents including forms, letters, grade reports, medical reports, transcripts, and verifications.
2. Submitting substantial portions of the same work for credit in more than one course, or from previous institutions, without receiving permission from all instructors involved.
3. Using purchased answers, or selling answers to assignments, examinations, quizzes or papers.
4. Attending class for another, or having others attend class for oneself.
5. Falsifying the records of clients or patients.
6. Falsifying one's own clinical, co-op, field placement or internship records.
7. Misrepresenting oneself, degree(s), areas of study, coursework and/or grade point average.

Research Misconduct

The University Research Misconduct Policy (http://www.marquette.edu/orsp/documents/ResearchMisconductPolicy1_09.pdf) applies to faculty, staff, students, and others who are employed by or affiliated with Marquette University. Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results.

Procedures for Incidents of Academic Misconduct

When a faculty member or other member of the Marquette community has reason to suspect or receives notification of a student's alleged academic misconduct, he or she must complete the Academic Misconduct Report form and submit it to the Academic Integrity Council Director within five business days of obtaining information about an alleged violation. The reporter must include a summary and attach evidence, if any, of the alleged misconduct.

The Academic Integrity Council Director will notify the student and select an Investigating Officer to review the materials, interview the student and the reporter of the alleged misconduct. Within six business days of receiving the Academic Misconduct Report form, the Investigating Officer will determine if the case warrants further action or is to be dismissed and inform the Academic Integrity Council Director of same. Once the Investigating Officer informs the Academic Integrity Council Director of the decision, the Academic Integrity Council Director or designee will review the Investigating Officer's summary and notify the student within two business days of the disposition. For cases moving forward, the Academic Integrity Council Director will determine whether the case is eligible for expedited review or must be referred for a full hearing.

A student who withdraws from a class or the University, and is later found to have violated the Academic Integrity Policy the withdrawal may be changed to an administrative or failing grade.

Expedited Procedure

If the student has no record of academic misconduct at Marquette University and the alleged misconduct is relatively minor and does not involve graduate students, or Health Science Professional courses, the Academic Integrity Council Director may offer the student an expedited review specifying the maximum penalty that could be assigned. The student has two business days to respond to the Academic Integrity Council Director. If the student accepts responsibility and the penalty, the Academic Integrity Council Director will send a final letter to the student summarizing the finding and the penalty. At the same time, the Academic Integrity Council Director, will send a letter specifying the penalty to the student's college/school office, and the faculty member in whose class the misconduct occurred.

If the student does not accept the expedited review option, the case will move to a full hearing.

In all cases, a copy of the file relating to the alleged misconduct including all correspondence will be forwarded to the Office of the Registrar to be held in the student's permanent confidential file.

Full Hearing

A Hearing Board will be convened by the Academic Integrity Council Director for cases that are ineligible for expedited review, all cases in which students request a hearing or cases the Academic Integrity Council Director deems appropriate. The Board, will generally consist of two faculty, two students and the Dean's Office Designee from the student's college/school. A faculty member will normally be assigned the role of board facilitator.

- On being formed, the Hearing Board will review all documents and material related to the alleged misconduct.

- A hearing will normally occur within ten business days of the Board's formation. The hearing may be delayed by up to 30 business days if the Board cannot be convened.
- The Board will determine whether there are witnesses it wishes to call in addition to the student under investigation. The student under investigation may also request additional evidentiary witnesses and provide additional information for consideration to the board facilitator at least two business days prior to the hearing.
- The student may bring an individual for support. This person is not allowed to contribute to the proceedings. If the support person is an attorney, a representative from the Office of the General Counsel at Marquette must also be present. In these cases the hearing may need to be rescheduled to allow a member of the Office of the General Counsel to attend.
- Prior to deliberation, the Board will excuse all non-Board members from the meeting.
- Within three business days of the hearing, the Academic Integrity Council Director will send a letter to the Office of the Dean in the student's home College/School. The Dean's office has three business days to review the finding and inform the Academic Integrity Council Director of any changes to the recommended penalty.
- At the same time, a copy of the file relating to the alleged misconduct including all correspondence will be forwarded to the Office of the Registrar to be held in the student's permanent confidential file, and if applicable, the maximum grade penalty allowed will be forwarded to the faculty member in whose class the misconduct occurred.
- Within six business days of the hearing, the Academic Integrity Council Director will inform the student summarizing the finding and the outcome (i.e., any penalty).

Student Appeals

A student has the right to appeal the hearing board's determination if he/she believes the determination was unfounded, biased or capricious or there is new information available that was not available at the time of hearing which affects the disciplinary decision. In this case the student should submit a formal written appeal stating the grounds for appeal and relevant documentation to the Academic Integrity Council Director within five calendar days of the notification of the decision. Upon receipt of the appeal the Academic Integrity Council Director will convene a review of the student's actions by the Academic Integrity Council Executive Committee. The committee reviews the details of the student's actions and may ask to speak to the student, the instructor, the chair of the department offering the course, associate deans and others. The Academic Integrity Executive Committee will review the appeal and, make a determination within five business days of receipt of the appeal. The Academic Integrity Council Director will provide a written statement to all parties concerned. The decision of the Academic Integrity Executive Committee is final. A copy of the decision will be placed in the student academic file located in the Office of the Registrar. The disciplinary response and procedure for incidents of academic dishonesty that do not lead to suspension or expulsion concludes at this step.

For actions involving campus-wide sanctions, such as suspension or expulsion, the student has the right of appeal to the Office of the Provost. A formal written appeal stating the grounds for appeal and available documentation is to be submitted to the Office of the Provost within five business days of the notification of the hearing board's decision. The provost or designee will conduct a review of the appeal materials, may seek additional information, and may consult with the student, faculty, chair(s), associate dean(s), deans and others. The final decision to uphold or modify the action of the hearing board will be provided to the student and to the dean and associate dean of the student's assigned college within fifteen business days of receipt of the appeal. A copy of the provost's decision will be placed in the student academic file located in the Office of the Registrar. The decision of the provost is final.

Maintenance of Disciplinary Records

Records relating to academic misconduct will be maintained by the Office of the Registrar in perpetuity. The university will not release a student's disciplinary records to any person and/or entity unless authorized to do so by the student in question or when allowed by law.

Professional Ethics and Standards

These procedures do not supersede or take the place of procedures established for students who violate professional standards applicable to a particular program, college or school. Separate procedures and/or outcomes may be invoked when students are found in violation of professional standards or codes of ethics related to special programs, licensure or certification as determined by the program's external or internal professional requirements. It is the student's responsibility to know and follow these standards/codes of ethics, which are part of the student's academic program. These special expectations and procedures, including the appeals process, will be provided to the student upon enrollment in the program and are available in published form in the administrative offices overseeing these programs.

Academic Review

Every academic unit evaluates the academic performance of its graduate students at the close of each term, adhering to the standards of the Graduate School of Management and any additional standards promulgated by the unit.

Graduate students must maintain a grade point average of at least 3.000 in all course work, including prerequisites, foundations, core, elective core, elective courses, whether they apply toward the degree or not. Specific attention is given to those admitted on Probationary Status. Those who do not meet the requirements outlined on their admission letter may be recommended for disenrollment. This is a university requirement and minimum standard

for graduate courses and graduate students. Students are responsible for awareness of these standards, which are listed in the program section of the Graduate School of Management bulletin.

Students that have below average or unsatisfactory work will be sent official notification to their Marquette email account from the Graduate School of Management. Marquette University email is considered an official form of communication. The results of this review are reported to the Office of the Registrar and noted on student records.

Satisfactory academic work is not, however, determined exclusively by course grades. All Graduate School of Management degree students, including those registered for Continuation courses must make substantial and visible progress toward their degrees. This includes successful completion of such program requirements as the master's professional project and comprehensive examination.

All students enrolled in Graduate School of Management courses are subject to the standards stated within the Graduate School of Management including, but not limited to degree, non-degree, exchange students and others taking our courses. All students must maintain professional behavior at all times.

Examples of unsatisfactory work include, but are not limited to: 1) any difficulty maintaining the required 3.000 grade point average, such as a weak first or second term, multiple incompletes, accumulating three grades of C (nine hours) or a combination of four grades of B- and/or C (12 hours), or one grade of F, WF, U or UNC; 2) a term without substantial and visible progress toward completion of program requirements, such as professional project, comprehensive exam, course work; 3) violation of probation requirements; 4) unprofessional behavior in a class, or professional setting representing Marquette University.

If, in the judgment of the academic unit, a student does not meet the non-academic standards, either a warning letter is issued by the department to the student, or a recommendation is made to the dean of the Graduate School of Management that the student be dropped from the graduate program.

Academic Review communication is directed to your Marquette email.

Academic Censure

There are five categories of student performance problems that can lead to some form of censure. These problems may be identified at any point during the academic year, though a systematic review of all students' course grades is also conducted at the end of each academic term. The review of other, non-course grade problems is typically conducted on an individual basis as issues arise. A finding of significant problems in any of these areas can result in a warning, probation, suspension, dismissal or expulsion, depending on the nature and severity of the problems identified. All of these statuses are maintained permanently on the student's academic record; only dismissal and expulsion, however, appear permanently on Marquette University's official transcript. If a student is reinstated following a dismissal, that notation also permanently appears on the student's official transcript. The statuses that appear permanently on a student's official transcript include those listed (in bold type) below.

- **Required to Withdraw for Academic Reasons (RWAR)**
- **Required to Withdraw for Academic Misconduct**
- **Required to Withdraw for Non-Academic Reasons** (e.g., violations of the Student Conduct Code)
- **Required to Withdraw for Unsatisfactory Degree Progress**
- **Required to Withdraw for Professional Performance Reasons**
- **Required to Withdraw for Professional Integrity Reasons**
- **Reinstated on Probation** (following a successful appeal of a dismissal)

Academic Standing

Graduate School of Management students must maintain a cumulative grade point average of 3.000 or above in all course work, including prerequisites, foundations, core, elective core and elective courses, whether they apply toward the degree or not. Specific attention is given to those admitted on Probationary Status. Those who do not meet the requirements outlined on their admission letter may be recommended for disenrollment. This is a university requirement and minimum standard for graduate courses and graduate students. Students are responsible for awareness of these standards, which are listed in the program sections of the Graduate School of Management Bulletin.

Good Standing

A graduate student is in good standing whenever the student's cumulative grade point average is at least 3.000, and the student has not warranted a warning or probation status as noted below.

Warning

Warning Level 1: Students who earn a grade below a B in any given enrollment period, but who maintain a 3.000 cumulative grade point average and do not meet probation or dismissal status (see below) is sent a letter from the Graduate School of Management that their performance is below expectations.

Warning Level 2: Students who earn multiple grades of B- and/or C in a given term or over their graduate career but have not reached the limits of dismissal, receives a letter of warning or probation depending on the severity of the situation.

Academic Probation

Academic probation includes, but is not limited to: 7-11 credits of B- and/or C grades, 6-8 credits of C grades, 1-2 credits of F, WF and/or U/UNC grade, a second term and/or overall grade point of less than 3.000. Academic probation is determined on a term-by-term basis and will not be applied to any subsequent term, as long as the student satisfies the conditions for Good Standing for each term in which the student is enrolled.

Dismissal

Students that have unsatisfactory coursework are subject to academic dismissal (Required to Withdraw for Academic Reasons - RWAR) from their graduate program and the Graduate School of Management. In addition, these students are also ineligible for financial aid due to failure to maintain Satisfactory Academic Progress (SAP).

Unsatisfactory work includes:

- 3 attempted units of F, WF, U and/or UNC grades. (This includes 3 units of F/WF grades; 3 units of U grades; 3 units of UNC grades; and/or 3 units some combination of F, WF, U and/or UNC grades.)
- Attempted 1-4 total units and have less than a 2.000 Cum GPA.
- Attempted 5-9 total units and have less than a 2.500 Cum GPA.
- Attempted greater than 9 total units and have less than a 3.000 Cum GPA.

Satisfactory Academic Progress: Refer to the Financial Aid Satisfactory Academic Progress policy (http://www.marquette.edu/mucentral/financialaid/resources_elig_standards.shtml) on the Office of Student Financial Aid website, which provides complete information on SAP.

Students may initiate an appeal to the academic dismissal (RWAR) in writing by following the deadlines outlined in the academic dismissal letter and utilizing the GSM Appeal Academic Dismissal/Satisfactory Academic Progress form located on the Marquette Central academic forms website (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml) and following all of the instructions therein. This appeal is submitted to the associate dean of the Graduate School of Management, who confers with the director of the student's program. The associate dean has three business days in which to respond to the appeal. If the dismissal is upheld, the student has three business days to further appeal any dismissal in writing to dean of the College of Business Administration. The decision of the dean is final. Students who do not appeal the RWAR by the deadline will have all classes dropped from any subsequent terms in which they are enrolled.

College Academic Alert (CAA)

The Graduate School of Management reserves the right to dismiss students for issues other than RWAR. These dismissals result in the academic censure status of College Academic Alert (CAA). Students will be barred from future registrations and may be dropped from any classes in future terms. The school looks at the following to determine this alternative dismissal.

- Multiple incompletes.
- A term without substantial and visible progress toward completion of program requirements, such as professional project or comprehensive exam.
- Violation of probation requirements.
- Unprofessional behavior in a class, or professional setting representing Marquette University.
- Breach of academic integrity, including, but not limited to: cheating, dishonest conduct, plagiarism, collusion or research misconduct.

Students may initiate an appeal to this alternative dismissal in writing, by following the deadlines outlined in the dismissal letter. Students who do not appeal the alternative dismissal by the deadline, will have all classes dropped from any subsequent terms in which they are enrolled. Appeals are made in writing to the director of the program (for M.B.A. students, send to the GSM associate dean). The director has three business days to review the request and respond to the student in writing. If the dismissal is upheld by the director of the program, the student has three business days to further appeal any dismissal in writing to the associate dean. (for M.B.A. students, the second appeal is sent to the executive associate dean, who also responds in three business days). If needed, a third appeal may be sent in writing to the dean of the Graduate School of Management. The dean

responds in writing within three business days. The dean of the Graduate School of Management's decision is final. If the dismissal is upheld, all classes are dropped from any subsequent enrolled terms.

Dismissed students may apply for readmission through the normal admission process. A period of at least one term may be required by the academic department before readmission is considered. If so required, the department may specify conditions that must be met during this period. No student may be readmitted to a program that is no longer active at the time of readmission. The student must send a written request for readmission to the associate dean of the Graduate School of Management who, in turn, forwards the student's file to the academic program for overview and recommendation on readmission. The request for readmission must include a statement by the student addressing previous weaknesses, steps taken to correct the weaknesses and an explanation of why the student feels they have the ability to succeed in graduate studies. The student's transcripts indicate dismissal if such should occur. If the student is subsequently granted readmission, the grade point average continues from the previous calculation and the student must obtain a 3.000 grade point average within a designated time frame after a new sequence of academic probation.

Academic Programs Defined

An academic program is a combination of courses and related activities organized for the achievement of specific learning outcomes as defined by the university. This includes programming at both the undergraduate, graduate and professional level and consists of degrees, majors, minors, concentrations, specializations and certificates.

Degree Program: An academic program of study leading to a bachelor's, master's, Ph.D. or professional degree. All degree programs require a minimum number of semester credit hours, as referenced in the official bulletins of the university that are produced each academic year.

- **Major:** A comprehensive course of study in a given discipline earned in conjunction with a bachelor's degree. A minimum of 30 semester credit hours must be earned in the major.
- **Minor:** A course of study in a discipline or interdisciplinary cluster, earned in conjunction with a bachelor's degree and at least one major, that is other than the student's major of study. A minimum of 18 semester credit hours must be earned in the minor.
- **Concentration:** A sub-set of a discipline organized in clusters of focused courses taken in within an undergraduate major and earned in conjunction with a bachelor's degree. A minimum of 9 semester credit hours must be earned in the concentration.
- **Specialization:** An integrated, coherent set of courses that define a limited topic or field of study at the graduate level that is taken within the degree program. A minimum of 12 semester credit hours must be earned in the specialization.
- **Certificate:** A post-baccalaureate or post-master program of study offered at the graduate or professional level, in which a specific skill set is demonstrated at the end of the program, usually culminating in a capstone course. In order to earn a certificate, the program of study must be offered apart from a degree; however, the courses in a certificate program may be applied toward a graduate or professional degree program. A minimum of 15 semester credit hours must be earned in a certificate program.
- **Dual Degree:** A formal agreement where two degrees are conferred simultaneously from two institutions (or colleges/schools with one institution), some courses/credits taken at both institutions/colleges/schools apply to both degrees and two diplomas are produced, one for each degree.
- **Joint Degree:** A formal agreement where one degree is conferred from two institutions (or colleges/schools within one institution), some courses/credits taken at both institutions/colleges/schools apply to the degree and both institutions/colleges/schools are listed on a single diploma.

Advising

The Graduate School of Management sends the name and telephone number of an academic adviser to each student in the letter of admission. A student is required to meet or talk with the adviser before their first registration for classes. The Graduate School of Management strongly recommends that students meet regularly with their adviser; an adviser plays an important role in the graduate student's course of study. Non-degree and temporary non-degree student must seek advising and permission numbers prior to registration. Students who register for course work without adviser approval assume full responsibility for their registration. Courses that do not satisfy the requirements of their plan of study do not be applied toward the degree.

No classes may be attended for which a student is not properly registered. Proper registration includes the payment of all tuition and fees.

Appeals

In the Graduate School of Management, the final responsibility to resolve student appeals rests with the dean of the Graduate School of Management (or, when delegated, the executive associate dean). Possible matters of appeal include, but are not limited to, terminations from programs, disenrollments, graduation decisions, failure of economics master's comprehensive examination or professional project and accusations of academic dishonesty. Before an appeal is made to the Graduate School of Management, every effort must have been made to resolve the matter informally, and appeal procedures at the program level must have been exhausted.

Appeals to the Graduate School of Management must be made in writing to the dean of the Graduate School of Management within 6 days of notification of the action being appealed. The appeal must be specific and substantiated. The dean of the Graduate School of Management reserves the right to appoint a committee to hear the appeal. During an appeal, the student may maintain graduate status. This status is maintained through either

course work or less than half-time continuous enrollment at the discretion of the Graduate School of Management or the student's graduate program. See the specific process on the Graduate School of Management website (<http://business.marquette.edu/academics/current-students/#appeals>).

Attendance

The Marquette University Graduate School of Management considers regular class attendance an important component of the learning process. Students are expected to attend scheduled class meetings; excessive absences may have adverse consequences, ranging from a lowered course grade to forced withdrawal from the course. Excessive absence is generally defined as missing more than 10-15 percent of the regularly scheduled class time. Consult the instructor's course syllabus for additional details regarding a particular course.

Background Checks, Drug Testing

Some degrees, majors and/or courses may require a student to submit to a criminal background check and/or drug testing. The results of those checks and/or tests may affect the student's eligibility to continue in that degree, major and/or course.

Commencement

Commencement at Marquette is a symbolic ceremony provided for students, faculty and families in celebration of our students' accomplishments. Following is the policy regulating participation in the University Commencement.

1. Marquette offers one Commencement per year. Commencement is held in May, following the spring term.
2. Spring Graduates:
 - Undergraduate/Master's/Health Sciences Professional students: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work/credit by the end of the spring term, may participate in Commencement held in the same calendar year.
 - Dental students: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work/credit by the end of the spring term, will participate in Commencement held in the same calendar year.
 - Doctoral students: Candidates must have met the appropriate graduation application deadline, have any transfer work/credit officially recorded, successfully defended their dissertation, received approval by their Dissertation Committee for any required revisions, submitted their dissertation to the Graduate School and received approval of the dissertation format by the Graduate School before the published deadline in order to participate in the Commencement held in the same calendar year.
 - Law students: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work by the end of the spring term, will participate in Commencement and be hooded and honored at the May Law School Hooding Ceremony of the same calendar year.
3. Summer and Fall Graduates:
 - Undergraduate/Master's/Health Sciences Professional students: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work/credit after the Commencement of a given year, may participate in Commencement held in the same calendar year, or may choose to participate in the Commencement held in the following calendar year.
 - Doctoral students: Candidates who complete their degree/dissertation (see 2. above) after Commencement of a given year, may be hooded and honored at a December Hooding Ceremony hosted by the Graduate School, or may choose to participate in Commencement held in the following calendar year.
 - Law students:
 - Summer graduates: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work in the summer term after Commencement of a given calendar year, may participate in Commencement of the same calendar year, or may choose to participate in the Commencement held in the following calendar year.
 - Fall graduates: Students who are in good academic standing, have met the appropriate graduation application deadline and complete all degree requirements, including the official recording of any transfer work by the end of the fall term may be hooded and honored in the December Hooding Ceremony, hosted by the Law School in the same calendar year; or may choose to participate in Commencement and be hooded and honored at the May Hooding Ceremony, hosted by the Law School in the following calendar year.
4. Students' names/degrees appear in the Commencement Program in which they participate, regardless of the term in which they graduate.
5. Degree conferral are certified by the official Marquette transcript noting the degree completion. Receipt of a diploma, participation in the Commencement ceremony or having the name listed in the Commencement program does not constitute certification of degree conferral.
6. Any exceptions to this policy must be approved by the provost.

Commencement Notification

The Office of the President sends one invitation/announcement to the name indicated on the Graduation Application each graduating student submits online via the Student Center in their CheckMarq account (<https://checkmarq.mu.edu>). However, there is no limit to the number of family members and friends who may attend the university-wide Commencement exercises; tickets are not needed. For further information on the university-wide Commencement, contact University Special Events at (414) 288-7431 or visit the University Commencement website (<http://marquette.edu/commencement>). For further information on the Graduate School of Management ceremony, contact the GSM office.

Communication

As a student, you automatically have a Marquette University email account on eMarq (<https://emarq.marquette.edu/owa>). eMarq is accessible on and off campus on any computer with Internet access.

Graduate School of Management communication is sent to your Marquette University email account, including, but not limited to registration information, deadlines and academic review notifications. Marquette University email is an official means of communication. Students are expected to utilize this tool for all Marquette University communication. For further information, see the email information (p. 43) in this bulletin.

Confidentiality of Proprietary Information

The university recognizes that the primary purpose of research and scholarship is to train future scholars and disseminate new knowledge for the benefit of humankind. However, commercially valuable inventions and discoveries also may result. Graduate students, during the course of their studies and work at the university, may receive access to confidential or proprietary information from the university, its faculty and employees, and/or private companies. A student, both while a student and thereafter, is expected to respect and maintain the confidentiality of such information. In certain unusual cases, a student may be asked to sign an additional confidentiality agreement. Unauthorized use or dissemination of another's confidential or proprietary information is subject to appropriate legal recourse and/or academic discipline, including termination from the program.

Continuous Enrollment

Students enrolling in a continuation course must register to activate their desired status. All continuation classes, which are graded on the SNC/UNC basis, require the consent of the student's department which must be secured prior to registering. The Graduate School of Management offers continuation courses to secure less-than-half-time status for all Graduate School of Management programs, course number 9970.

Graduate Assistants may utilize course number 9976 Graduate Assistant Research Continuation if approved by their adviser and associate dean. Graduate Economics students should seek advising regarding continuation course options specific to the M.S.A.E. program. Registration for Professional Project Continuation requires completion of a registration form, identification of the type and amount of work to be done, and the approval of the student's adviser and Graduate School of Management.

To apply for a Graduate School of Management continuation option, follow these procedures:

1. The student and their adviser must complete the Graduate School of Management's Continuation Course Enrollment Registration form and request the section that is most appropriate to the student's needs. The form is available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>).
2. Submit completed and signed form to the Graduate School of Management for review.
3. If approved by the Graduate School of Management, the student is given a permission number to be used during the registration process.
4. Students are billed by the Office of the Bursar for the continuation enrollment fee.

Conduct

Professional Integrity

To function properly and maintain high standards, academic and professional disciplines expect members to adhere to standards of conduct and professionalism. Marquette expects its graduate students, from the beginning of their work at Marquette, to demonstrate the utmost personal integrity and the highest standards of professionalism, including adherence to any commonly recognized codes of conduct or professional standards in the graduate student's discipline. In dealing with the public or campus community, in clinics, practica, internships, classrooms or elsewhere, graduate students must adhere to these standards. Violations of these standards may be grounds for dismissal or other penalties.

Professional Performance

All students in professional, laboratory, or clinical settings must maintain fully professional behavior at all times. If, in the judgment of the academic unit, a student is not living up to the non-academic standards, and that deficiency is a first offense or an offense deemed to be less serious in nature, a warning letter may be issued by the department to the student. If, however, the unsatisfactory behavior is a repeat offense or is more serious in nature, a recommendation will be made to the dean of the Graduate School or the Graduate School of Management, as applicable, that the student be dropped from the graduate program.

Student Conduct Code and Procedures

Graduate students are responsible for complying with the regulations and/or procedures of the Graduate School of Management, as well as those set forth in the online *At Marquette* student handbook. Violations of regulations found in the student handbook will be administered by the Office of Student Development. If there is a conflict between the two applicable regulations or procedures, the Graduate School of Management's governs. If there are multiple components to the case, they may be separated and reviewed independently by the appropriate authorities.

Credit

The semester hour is the unit of academic credit used by Marquette University. Following is the minimally required contact hours for classes and is based on a 15-week term:

1. Classroom Based Courses: must meet a minimum of 50 minutes per credit, per week. In addition, it is expected that an additional workload is assigned to equal 2 hours of course work outside the classroom for each 50 minutes of meeting time (e.g., a total of 170 minutes per credit, per week).
2. Blended and Non-Classroom Based Courses: must include some form of instruction, and/or homework, and/or activity that equals a minimum of 170 minutes per credit, per week.
3. Those courses that meet in a compressed format (i.e., fewer than 15 weeks), must make up the minimum of 170 minutes per credit, per week within the timeframe of the course offering.

Semester hour credit is given only in accordance with descriptions for individual courses, as published in the Graduate School of Management Bulletin. No credit is given for a course in which a student has never registered.

Course Load

The maximum academic course load for a graduate student is thirteen semester hours of course work for fall or spring term. Seven hours are the maximum permitted for each of the summer sessions but no more than 13 credits for the entire summer term. Assistants may register for a maximum of ten semester hours each fall or spring term and seven hours for each of the summer sessions. Overloads must have the approval of the Graduate School of Management. Overload requests must be in writing indicating all courses anticipated for the term and brief rationale for the overload along with your name and student MUID number.

Deadlines

All graduate students are responsible for ascertaining and meeting all deadlines listed in the Academic Calendar. (p. 22) This includes, but is not limited to: deadlines for registration, withdrawing from courses, financial aid applications, graduation applications, comprehensive exams and professional projects.

Diplomas

Diplomas for Spring graduates are distributed at the May Commencement ceremonies. Any special arrangements for the mailing or pick-up of May diplomas must be made using the Diploma/Certificate Request forms on the Marquette Central academic forms website (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml). (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml) Likewise, all Summer and Fall diplomas are available for pick up or can be requested by mail in the same manner.

Enrollment Status

Every graduate student, except those with non-degree status, must be enrolled as a full-time, half-time or less than half-time student each fall and spring term to maintain his or her status. All degree graduate students must enroll in either adviser-approved course work or one of the continuation courses; or a combination of the above. Degree students who fail to enroll for every fall and spring term must contact the Graduate School of Management and may have to apply for readmission to their program. (See Readmission policy (p. 21) below).

A full-time graduate student is defined as one who: a) registers for seven or more credit hours of cumulative* course work in one or more sessions of a fall term, spring term or summer term, or b) registers in the departmental full-time continuation course.

A half-time graduate student is defined as one who: a) registers for four or more but fewer than seven credit hours of cumulative* course work in one or more sessions of a fall term, spring term or summer term, or b) registers in the departmental half-time continuation course.

A less than half-time graduate student is defined as one who: a) registers for fewer than four credit hours of cumulative* course work in one or more sessions of a fall term, spring term or summer term, or b) registers in the departmental less-than-half-time continuation course.

* "Cumulative" means adding all credits taken in all sessions within any one term. International students should confer with the Office of International Education for additional constraints due to additional federal regulations

Family Education Rights and Privacy Act (FERPA)

In compliance with the Family Educational Rights and Privacy Act, Marquette University notifies its students each term of their rights to inspect, amend and prevent disclosure of their education records. In addition, Marquette's policy regarding education records can be found in the FERPA policy on the Marquette Central academic policies website (http://www.marquette.edu/mucentral/registrar/policy_index.shtml).

Faculty Grading

All official grades are entered by the primary instructor of the course into CheckMarq by the grading deadline for each session, as published in the Academic Calendar (<http://bulletin.marquette.edu/undergrad/academiccalendar>) and are based on the work students completed during the session in which the class was offered. Once the session is over, no additional work may be submitted. While other approved personnel of the university may assist the faculty in grade submission on the university's course management system (D2L); only the primary instructor may enter and approve the grades in CheckMarq. **Note:** Students other than TAs assigned to either teach or assist in a particular class are not considered 'approved personnel' for assisting with grades, even if trained on FERPA.

Grade Appeals

Students should make every attempt to resolve grade appeals directly with the faculty member involved. If a student is unable to resolve a grade issue with the faculty, the process to follow is listed below. In all cases an official grade appeal must be initiated by the deadline to remove an incomplete grade for the term in which the course was taught.

For Graduate School of Management courses, the process is as follows:

1. Students unable to resolve the issue with the faculty member make a formal, written appeal to the chairperson of the department in which the course was taught.
2. If unable to resolve the issue with the chairperson, the student has the right to appeal in writing to the executive associate dean.
3. If still unresolved, the student may appeal in writing, to the dean of the Graduate School of Management in writing.
4. The dean's decision is final and no further appeal is available.
5. See more information on the Graduate School of Management current students website (<http://business.marquette.edu/academics/current-students>).

For courses taught by other academic colleges/schools, the process is as follows:

1. These grade appeals are heard by the school or college that teaches the course and follow the procedures for that school or college.
2. The decision of the other academic college/school is final, and no further appeal is available.

Grading System

The following letter grades and their achievement equivalents are used by instructors in the Graduate School of Management to evaluate a student's performance in a course. Grade points corresponding to each letter grade determine a student's academic average and eligibility to graduate. Each grade, A through F, has a specific grade point value. The grade points earned in any course equal the grade point value of the grade multiplied by the number of semester hours credited. The grade point average (GPA) is found by dividing the total grade points earned by the total number of semester hours credited in those courses for which grade points have been assigned.

Determination of the cumulative GPA is based on all courses taken during the student's graduate career, including prerequisite and repeated courses, if any. All graduate students must maintain a grade point average of at least 3.000 to graduate. The official Marquette GPA of all students is calculated by the student information system and this GPA is not be rounded up or down for any reason. (For the effect of F/WF and U grades, refer to Academic Review.) Graduate students may not be assigned a C-, D+ or a D grade in any course whatsoever, including undergraduate courses.

Letter grades, with or without grade points, are used by Marquette faculty to evaluate a student's performance in a course. All grades described below, with the exception of the I, IC and IE are permanent grades. **No additional work for the purpose of a grade change may be submitted by the student once the session in which the class is offered has ended. Likewise, no additional work for the purpose of a grade change may be submitted once the deadline to change the temporary grades of I, IC or IE has passed.**

Grade	Achievement	Grade Points
A	Superior	4.00
A-		3.67
B+		3.33
B	Good	3.00
B-		2.67
C+		2.33
C	Minimally acceptable on a limited basis for graduate credit	2.000

C-	Not approved for graduate students	
D+	Not approved for graduate students	
D	Not approved for graduate students	
F	Failure	0.00
WF	Failure	0.00

Grade	Defined
ADW	Administrative Withdrawal; a permanent grade indicating student was withdrawn from the course for administrative reasons, as determined by approved personnel of the university, including but not limited to the dean, or personnel of a committee involved in formal hearing and/or appeal process.
CR	Credit; a permanent grade indicating equivalent work of C or better.
I	Incomplete; a temporary grade, assigned on a pre-arranged basis, indicating inability to complete the course and/or take the final exam, due to circumstances beyond the control of the student; and, therefore, completion of assignments/exam will be allowed after the term has ended.
IC	Course Incomplete; a temporary grade indicating the course is not completed by the end of the term in which the course is scheduled; assigned to all students enrolled in the course.
IE	Incomplete Extension; a temporary grade indicating an extension to the I grade removal deadline; assigned by the college office to those students who, due to circumstances beyond their control were unable to complete the required work by the I grade removal deadline.
NC	No Credit; a permanent grade indicating equivalent work of less than C.
NG	No grade; a temporary grade indicating grades were not entered by the grading deadline for the session in which the class was offered; a grade change is required.
PI	Permanent Incomplete; a permanent grade indicating student did not remove the I grade by the published deadline, or the IC and IE grades by the deadlines indicated below.
SNC	Satisfactory completion; a permanent grade indicating equivalent work of C or better in a course bearing no credit.
UNC	Unsatisfactory completion; a permanent grade indicating equivalent work of less than C in a course bearing no credit.
S	Satisfactory completion; a permanent grade indicating equivalent work of C or better in a credit bearing, competency-based course.
SY	Satisfactory completion; a permanent grade indicating equivalent work of C or better in the first term of a series of year-long courses, where grades are assigned only in the final course in the series.
U	Unsatisfactory completion; a permanent grade indicating equivalent work of less than C in a credit bearing, competency-based course.
UW	Unexcused withdrawal; a permanent grade indicating withdrawal initiated by the faculty or college office when a student registered for a course, never attended and failed to officially withdraw.
UY	Unsatisfactory completion; a permanent grade indicating equivalent work of less than C in the first term of a series of year-long courses, where grades are assigned only in the final course in the series.
W	Official withdrawal; a permanent grade indicating withdrawal initiated by the student, with approval of the college office.
WA	Withdrawn-Excessive Absences; a permanent grade indicating withdrawal initiated by the faculty or college office due to excessive absences in the course.
WF	Withdrawn-Failed; a permanent grade initiated by the faculty, college or student, indicating the student withdrew or stopped attending after the last day to withdraw for the session in which the class is scheduled; this grade is calculated into the GPA.

ADW Grade

Any student who is administratively withdrawn from the university receives this grade in all classes for the term/session. Likewise, any student who is administratively withdrawn from a single class receives this grade in the class. Administrative withdrawal is an action normally taken by the university for disciplinary, conduct, lack of professional competence or academic reasons other than low grades or lack of degree progress. This grade is assigned by the Graduate School of Management or the Office of the Registrar, depending on the reason and the office requesting the administrative withdrawal. This grade takes precedence over any other grade assigned to the student. Submission of a last date of attendance is required for this grade.

Students assume responsibility for all consequences that ensue as a result of receiving any withdrawal grade. These consequences may include, but are not limited to: a delay in graduation, external institutions/agencies viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund.

Audit

Audits are not available for Graduate School of Management students and/or GSM courses.

CR/NC Grading

Under no circumstances may the undergraduate CR/NC option be exercised by a graduate student taking an undergraduate course for graduate credit.

S/U Grading

Graduate students required to take undergraduate courses as prerequisites or to remedy deficiencies may not take those courses for S/U grades, as this option is not available.

However, a few select graduate courses are offered for S/U grades only. Courses of this type usually are limited to practica, department colloquia or special seminar courses. Students should check the individual course descriptions in this bulletin and the grading basis when conducting a class search in CheckMarq to determine whether a course is offered on this basis. Submission of a last date of attendance is required for the U grade.

For the effect of U grades, refer to Academic Review (p. 26) in this section.

UW Grade

This grade is assigned when the withdrawal is initiated by the faculty or college office because a student registered for a course, never attended and failed to officially withdraw.

The fact that a student did not attend class, does not relieve that student of the obligation to pay any tuition and/or fees that are due.

Students assume responsibility for all consequences that ensue as a result of receiving any withdrawal grade. These consequences may include, but are not limited to: a delay in graduation, external institutions/entities viewing these grades as failing grades loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of the 100% refund. Refund calculation for this grade is based on the date the university is first informed of the non-attendance.

W Grade

This grade is assigned when the withdrawal is initiated by the student, as per the deadline in the Academic Calendar. This grade is not assigned after the session in which the class is scheduled has ended. Submission of a last date of attendance is required with this grade. This is a permanent grade and cannot be changed or overwritten, except as described in the ADW section above.

Students assume responsibility for all consequences that ensue as a result of receiving any withdrawal grade. These consequences include, but are not limited to: a delay in graduation, external institutions/entities viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund.

WA Grade

This withdrawal is initiated by the faculty or college office and is assigned due to excessive absences in the course, as outlined in the syllabus or the Attendance Policy, outlined above. This grade is not assigned after the session in which the class is scheduled has ended. This grade is always assigned if the withdrawal is initiated prior to the deadline to withdraw for the class in which a session is scheduled, as outlined in the Academic Calendar. If initiated after the deadline, the student receives the grade earned at the time (a WA or a WF, as indicated in the syllabus). Submission of this grade requires a last date of attendance. This is a permanent grade and may not be overwritten or changed, except as described in the ADW section above.

Students assume responsibility for all consequences that ensue as a result of receiving any withdrawal grade. These consequences include, but are not limited to: a delay in graduation, external institutions/entities viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund.

WF GRADE

This grade is assigned under two circumstances and is calculated into the grade point average, as a grade of F:

1. When a student initiates a withdrawal after the deadline to withdraw, as outlined in the Academic Calendar (http://www.marquette.edu/mucentral/registrar/cal_index.shtml).
2. When the faculty and/or college initiates a withdrawal after the last day to withdraw, as outlined in the Academic Calendar, if: (1) the student exceeds the faculty's absence policy in the syllabus; or, (2) the student abandons the class. In these cases, if the student is passing the class at the time of the withdrawal, the faculty may assign the WA or WF grade, depending on the grading criteria of the syllabus; however, if the student is failing the class at the time of this withdrawal, the student must be assigned a WF.

In all cases, this withdrawal is not permitted after the session in which the class is scheduled has ended. Submission of the last date of attendance is required for this grade. This is a permanent grade and cannot be changed or overwritten, even during the term in which it is assigned, except as described in the ADW section above.

Students assume responsibility for all consequences of this grade, which may include, but are not limited to: a delay in graduation, denial of readmission, external institutions/entities viewing this grade as failing, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund.

Grade Changes

There are two types of grade adjustments: changing a temporary grade (I, IC or IE) to a permanent grade and correcting a permanent grade.

Temporary Grades — I, IC and IE

Graduate students who do not complete course requirements during the term in which the class is offered may be given one of two temporary grades: an I when the course work and/or final examination has not been completed; an IE, when an extension is needed to the deadline for the removal of an I grade.

The I grade is only approved for these conditions: The student was unable to complete the course and/or take the final exam due to circumstances beyond the control of the student, the I grade was approved by the faculty member prior to the grading deadline for the term in which the course is offered and the student's performance merits this exception. This grade may not be assigned once the session in which the class is scheduled has ended. Submission of a last date of attendance is required with this grade. If these conditions are not met, the instructor assigns the grade that reflects both the quality of the work completed and the significance of the work/exam that has not been completed.

The IE grade is only approved for these conditions: The student was unable to complete the course and/or take the final exam due to circumstances beyond the control of the student by the deadline to remove the I grade and the extension has been approved via student request prior to the deadline to remove the I grade, as published in the Academic Calendar (p. 22). The Request for Extension of I Grade Deadline is located on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>).

The IC grade is issued when the dates of the course extends beyond the grading period of the term in which the class started and must be assigned to all students in the class, i.e., may not be used for individual students in a class with more than one student enrolled.

It is the responsibility of the faculty member to submit a grade change form, found in the Faculty Center in CheckMarq (<https://checkmarq.mu.edu>), to change an I, IC or IE to a permanent grade. The grade change deadline listed in the Academic Calendar (p. 22) pertains to the I grade. For this grade, the student is obligated to submit all missing work to the instructor by the deadline, or request an extension to the Graduate School before the deadline. The IE grade must be removed by the deadline, as outlined to the student at the time the IE grade was approved. The IC grade removal is faculty initiated and must be removed once the class is complete; however, in all cases the IC grade must be changed within one year of the assigned IC grade. Once the deadline has passed for the I, IE or IC without a grade change, these grades become a permanent grade of PI.

Correcting a Permanent Grade

Changing a permanent grade, because of miscalculation on the part of the instructor or a misunderstanding between the instructor and the student, may be initiated by either the student or the instructor.

Graduate Credit

A student can earn graduate credit for a course only if a) the course has been approved for graduate credit and b) he or she has been accepted, through an official letter of admission, into the Graduate School of Management. Students taking courses while in non-degree status may request the transfer of credits to their degree program (see Transfer of Credit section).

Graduate credit may be earned for curriculum approved 5000 level courses and above. Students are encouraged to seek advising prior to registering for courses outside their curriculum to verify they meet program requirements.

No student may register for a 5000-6000 level course unless are admitted to the Graduate School of Management or has the approval of the student's home college and the department offering the course.

Graduation

All students must apply for graduation by the deadline specified in the Academic Calendar (p. 22). Graduation Application forms for Graduate School of Management students are available in the Student Center of the CheckMarq account (<https://checkmarq.mu.edu>). Graduation deadlines are scheduled well in advance of the date of Commencement to allow time for student academic audits and for printing diplomas, graduation invitations and program booklets.

The awarding of a degree or certificate is contingent upon the student's successful completion of all program requirements prior to the date of graduation. In addition, a student's record must be cleared of all temporary grades (grades of I, IC, IE and NG) before graduation is allowed. Participation in commencement does not mean a student has graduated. A cumulative grade point average of 3.000 or above is also required to graduate. Any exceptions to the total credits and minimum grade point average requirements for any degree and/or certificate must be approved by the provost. If a student fails to graduate at the time originally anticipated, they must reapply online for the next graduation before the appropriate deadline stated in the Academic Calendar.

Students who have completed all of their degree or certificate requirements prior to a specific graduation date, but who have missed the graduation application deadline, may request a letter from the Graduate School certifying the completion of their program; however, the student must still apply for graduation and the diploma reflects the next graduation date. Furthermore, the university reserves the right to graduate a student without a graduation application on file, once all requirements are complete.

GRADUATION RECORD

The academic record of a student is frozen once the degree is posted and may not be altered thereafter, unless required to do so by law and/or an egregious error is discovered after the posting. This includes, but is not limited to: all relevant grade point averages, grades, additional information relating to the degree(s), specialization(s) and academic censure.

Immunization and Tuberculosis Screening Requirements

Marquette University requires all newly admitted and readmitted undergraduate, graduate and professional students to provide dates of certain immunizations and complete a TB Screening questionnaire for tuberculosis. Proof of immunization, immunity or disease incidence, if applicable, for Measles, Mumps, Rubella (MMR), Varicella (chicken pox), Tetanus/Diphtheria/Pertussis and completion of a tuberculosis screening questionnaire is required and must be completed electronically. Directions on how to access the Marquette University Medical Clinic student web portal to complete these forms are found in Checkmarq under the Next Step tab. Directions can also be found on the Marquette University Medical Clinic website (<http://www.marquette.edu/shs/forms>). Failure to complete the required immunization and TB screening questionnaire within 30 days of the start of the student's first term or the readmitted term at Marquette results in the placement of a registration "hold" on future registrations. The hold is removed once the immunization and screening requirements have been met. Health Sciences, Nursing and Dental students may be required by their departments or colleges to receive additional immunizations. Contact your department or college for specific requirements.

Inactive Files

Incomplete and inactive admission files are discarded after one year.

Independent Study

Independent Study (6995) courses provide students the opportunity to study and investigate areas of interest not available through normal course offerings. A 6995 course is taken on the recommendation of the student's adviser and with the approval of the department chairperson and associate dean of the Graduate School of Management. The approval form and outline, which must be completed for each 6995 course, is available on the Marquette Central academic forms website (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml). Normally, no more than six credits of 6995 course work can be included in a master's degree program.

Intellectual Property

Students should acquaint themselves with the university Intellectual Property Policy (<http://www.marquette.edu/orsp/documents/IntellectualPropertyPolicy.pdf>). Marquette University students are subject to the policy when, working for pay or for academic credit, they participate in faculty research programs.

Inter-University Visitation

Marquette University participates in two programs, detailed below, by which its students may take courses at another university or college in order to expand the breadth of their education.

Marquette–UWM

Marquette University has an agreement with the University of Wisconsin–Milwaukee. The course being taken at UW-Milwaukee must not be available at Marquette and directly relevant toward the degree requirements. In no case are more than six credits taken at UWM be counted toward degree completion at Marquette. The students must apply for admission to the host institution as a special student; the application fee is waived. A Marquette student must complete an Inter-University Exchange Course Approval and Manual Registration Form, found online on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>), get their adviser's approval, and submit the completed form to the Graduate School of Management. This registers the student for the course (UWM course), which is a variable title and variable credit course (1-3 credits) that reflects the title and number of credits of the course at the host institution. The student must also register for the courses at the host institution. Tuition is paid at the home institution for the BUAD 6932 course. The course at the host institution is tuition-free. Only degree-seeking graduate students in good standing are eligible to participate. A maximum of two of these exchange courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. This course typically extends beyond the Marquette term; students receive an IC grade initially. The IC grade is changed to an A-F grade at the end of the course. Successful completion and posting of the final grade is required as a graduation requirement and may impact the term of graduation. Interested students should contact the Graduate School of Management office for additional information and enrollment forms.

Per written request from the student, registration and grade information may be shared between Marquette University and the external institution.

Jesuit Multilateral Agreement (Jesuit M.B.A.)

The Society of Jesus (Jesuits) was founded in 1540 by Saint Ignatius of Loyola. It is the largest religious order of the Roman Catholic Church. For centuries, Jesuits have influenced mathematics, business, astronomy, architecture, law, medicine and most academic pursuits. A primary mission of the Jesuits is education.

In 1996 a group of M.B.A. directors and administrators from Jesuit and Jesuit-friendly universities decided to work together to promote the many benefits of Jesuit business education. This consortium of 28 Jesuit and a subset of Jesuit-friendly schools include some of the most revered names in business education. The collective of resources of these schools provides you with a unique competitive advantage.

Across the United States, twenty-one AACSB accredited Jesuit and three Catholic, non-Jesuit universities formed a multilateral agreement. Students in the Graduate School of Management may, if necessary, transfer credits from a member of the multilateral agreement. The student applies for admission at the Jesuit M.B.A. school as a 'Jesuit Multilateral' applicant and submits all required application materials for the receiving school. The Graduate School of Management completes the Multilateral Agreement Form along with a letter of 'good standing' and forward this to the receiving school upon written notification from the student. The student benefits with a continued Jesuit education, ability to continue with the Marquette University M.B.A. and is not restricted to six transfer credits. Students must earn a B or better grade to transfer courses. Students earn the M.B.A. degree from the school that granted more than 50% of the credits. Students are encouraged to complete the Approved Non-MU Study Continuation form reflecting their appropriate registration status. The Continuation registration keeps the student active as a Marquette University student. Continuous registration is required every fall and spring term from a student's first registration through graduation. The continuation form is available on the Graduate School of Management website (<http://business.marquette.edu/academics/gsm>). Additional Jesuit M.B.A. information can be found on the Jesuit MBA website (<http://www.jesuitmba.org>).

Per written request from the student, registration and grade information may be shared between Marquette University and the external institution.

Last Date of Attendance

Submission of the last date of attendance is required for some grades (see Grading System above). This is based on a federal regulation mandating that the university inform the Department of Education when a student stops participating a class, or classes. There is a wide definition for the last date of attendance, i.e., it does not simply refer to attending class. This includes: the last time a student attended class; the last time the student took a test/quiz/exam; the last time the student participated in a chat/discussion; the last time the student submitted homework; the last time the student used D2L; the last time the student participated in a lab; and/or the last time the student participated in any class activity, either inside or outside the classroom. The last date of attendance is calculated by using the latest date a student participated in any of these activities.

Law Student Consent to take a GSM course

Law students not pursuing the dual M.B.A./J.D. degree are eligible to take a maximum of 9 credits in the GSM pending approval from both the Law School and Graduate School of Management. Law students complete the Consent to Take Graduate School of Management course form posted to the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>), obtain all required consents (i.e. Law School) and forward the form to the GSM office. If approved, the GSM forwards the student permission numbers to assist in the registration. Many GSM courses have prerequisites. It may be necessary for a law student to provide a copy of undergraduate transcripts for the GSM to review for prerequisites. Likewise, the Transcript Forwarding Request form can be found on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>).

Law students may pursue the dual M.B.A./J.D. or M.S.H.R./J.D. degree. Further information is posted in the Dual Programs of Study (p. 96) section of this bulletin.

Readmission

See Readmission (p. 21) in the Admission and Readmission section of this bulletin.

Registration/Enrollment Changes

This section applies to all sections below: Adding Courses, Dropping Courses and Withdrawing from All Courses.

Changes in a graduate student's enrollment are under the jurisdiction of the Graduate School of Management. Most enrollment changes, i.e., adding and dropping courses, can be done using CheckMarq (<https://checkmarq.mu.edu>), the online registration system. Instructions for adding or dropping from courses are available on the Marquette Central Course Registration website. (http://www.marquette.edu/mucentral/registrar/reg_index.shtml)

Students must be registered by the deadline to register for each session in which a class is offered, as outlined in the Academic Calendar (p. 22). A student is responsible to ensure that their course schedule for each term accurately reflects the courses they plan to attend and may not attend courses in which they have not officially registered. The university does not retroactively register students for courses after the deadline to register for a session is completed and reserves the right to deny credit to any student who fails to officially register in any course within these time limitations. All courses for which the student is registered are subject to tuition and in some cases, additional fees. The student is responsible for any payment due on all officially registered courses, regardless of attendance.

After the close of registration each term, the dropped course becomes a withdrawal from the course and the student must notify the Graduate School of Management directly and complete appropriate forms before any enrollment change becomes effective. It is not sufficient for a student to notify the course instructor or someone in the department office. The Course Drop or Withdrawal Form is available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). Once a permanent grade is assigned, it is not changed except for institutional error or policy. A student may not be dropped or withdrawn after the session in which the class is scheduled has ended.

Federal financial aid regulations require that the university submit notification of all changes in status by students (full-time to half-time, etc.) to the U.S. Department of Education via the National Student Loan Data System within a certain period of time. The university therefore reserves the right to withdraw a student from any class when it is evident the student did not start the class (grade of UW); stopped attending the class (grade of WA or WF, as appropriate; see the Grading section above); or, due to incapacity, must be withdrawn from the class (grade of W). **This policy is in effect for all students, regardless of any financial aid award.**

Failure to officially withdraw from classes, or the university, according to established deadlines in the Academic Calendar, (p. 22) the procedures referenced below, and the timelines, as published by the Bursar's Office (http://www.marquette.edu/mucentral/bursar/withdrawal_index.shtml), does not relieve the student of responsibility to pay for any tuition/fees owed for such classes. In addition, the student's financial aid may be adjusted as required by federal and state refund calculations and institutional policy based on the official withdrawal date. The student's withdrawal is reported to the National Student Loan Data System should any loan deferments need to be canceled at the time of withdrawal. Finally, the date on which all withdrawal forms are submitted to the university is the date used for any refund calculations.

Adding Courses

Students who wish to add one or more courses after the close of registration must contact the Graduate School of Management at (414) 288-7145 or by email (mba@marquette.edu) and request to add a course. Students that register after the start of classes are responsible to make up all work that was missed.

Dropping Courses

Students who, after the close of registration, decide to withdraw from one or more, but not all, courses in a particular term or summer session must complete the Graduate School of Management's Course Drop or Withdrawal form available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). (See also *Withdrawing From All Courses*, below.) It is extremely important that the student contact the Graduate School of Management as soon as the decision to withdraw is made. Failure to officially withdraw does not relieve the student responsibility to pay for any tuition/fees owed for such classes. Tuition refunds (refer to *Refunds and Adjustments on the Tuition, Fees and Housing* section (<http://bulletin.marquette.edu/schoolofmanagement/tuitionfeesandhousing>) of this bulletin) and W (Withdrawal) grades are based on the date that the student submits the Course Drop or Withdrawal form to the Graduate School of Management, not on the date that the student last attended classes or signed the form.

A student who wishes to withdraw from a course with a W (Withdrawal) grade must do so before the deadline date listed in the Academic Calendar (p. 22). Due to excessive absences or other reasons, including failure to formally withdraw before the deadline, a student may be administratively withdrawn from a course and incur a grade of either ADW (Administrative Withdrawal), UW (Unexcused Withdrawal), WA (Withdrawn-Excessive Absences) or WF (Withdrawn-Failure). If a ADW, UW, WA or WF grade has already been assigned, it is not replaced with any other grade, except as described in the ADW grading section above.

Failure to officially withdraw from classes, according to established procedures and the withdrawal timelines (http://www.marquette.edu/mucentral/bursar/withdrawal_index.shtml), as published by the Bursar's Office, does not relieve the student of responsibility to pay for any tuition/fees owed for such classes. In addition, the student's financial aid may be adjusted as required by federal and state refund calculations and institutional policy based on the official withdrawal date, and the student's withdrawal is reported to the National Student Clearinghouse for purposes of canceling any loan deferments the student may be receiving at the time of withdrawal.

Students are urged to contact the Graduate School of Management at (414) 288-7145 or email (mba@marquette.edu), if there are questions regarding course withdrawal. When withdrawing from any portion of a course load, students must carefully consider the ability of their remaining enrollment to satisfy any enrollment requirements to which they might be subject due to applications for student loans, loan repayment deferments, visas, etc. In the case of a UW grade, the fact that a student did not attend class, does not relieve that student of the obligation to pay any tuition and/or fees that are due.

Students assume responsibility for all consequences that ensue as a result of receiving any withdrawal grade. The consequences may include, but are not limited to: a delay in graduation, dismissal from the degree program, external institutions/entities viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of any refund.

Withdrawing from All Courses

Students enrolled in one or more classes who, after the close of registration, decide to discontinue study for the term must notify the Graduate School of Management via the Course Drop or Withdrawal form available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>) and request a complete withdrawal from all courses. The same rules, procedures and cautions for partial withdrawals also apply to complete withdrawals. Withdrawing from all courses does not automatically withdraw a student from a graduate program, but it might affect the student's eligibility to register in subsequent terms.

Repeated Courses

Students in the Graduate School of Management (GSM) cannot repeat courses to improve grades. However, if a student has failed a course and is allowed to continue studies, or has been readmitted, and the course is required in their degree requirements, the student must retake the course. All grades received, including an F/WF grade, remain in the GSM grade point average. A minimum grade point average of 3.000 is required to graduate.

GSM students who must repeat a course need approval to do so. Approval is granted under certain conditions:

1. Normally, the repeated course is taken at Marquette.
2. The repeated course is identical to the original course in subject, catalog number, title, subtitle and credits.
3. The repeated course is graded with the same grading options as the original, i.e., students may not exercise a different grading option for a repeated course, unless it is now a required grading scheme.
4. These courses allow repeats: colloquiums, continuation, placeholder, independent study/research, internships, seminar/reading, studio/workshops, study abroad and variable title courses (e.g., topics) as appropriate to degree requirements.

Should a student need to take a course more than once, other than those reference in item #4 above, the student must file the Repeat a Course Permission form, found on the Marquette Central academic forms website. (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml)

Temporary Withdrawal from a Graduate Program

Graduate School of Management degree students who must temporarily discontinue their graduate studies for one or more terms must request this before leaving their program. Students are urged to be extremely cautious in this request. During the temporary withdrawal period, students do not have enrollment status for purposes such as health insurance, loan deferment or access to academic facilities on campus, such as library and computer services.

Only written requests that include specific information about why the temporary withdrawal is being requested and the expected date of return is considered. There is no guarantee that a request will be granted. All temporary withdrawals must be approved by the department director of graduate studies or chair, and the associate dean of the Graduate School of Management. The Temporary Withdrawal from a Graduate Program request form is available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>).

Time Limitations

Students must complete all requirements for a master's degree within six years of their first term of registration in the program. Students who are unable to complete their degree within the six-year limit may petition the Graduate School of Management for an extension; Request for Extension of Time forms are available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). To ensure timely consideration, the Extension of Time form should be filed early in the term in which the time limit expires. If the extension is approved, the student is notified of the expectations for progress and completion of the degree. If the extension is denied, the student is terminated from the graduate program.

Failure to complete the program or to obtain an approved extension of time may result in an administrative withdrawal from the program. These students must follow the guidelines for readmission (see Readmission (p. 21)).

Transcripts-Official

A transcript is a complete and unabridged copy of all academic work attempted at Marquette and includes only those courses attempted at Marquette. Transfer and test credits accepted toward a Marquette degree are recorded, but the grades earned are not on the Marquette transcript. Course and grade information contained on the transcript is released only upon written consent from the student, as required by the federal Family Educational Rights and Privacy Act of 1974 (FERPA), or as required by law. See the university FERPA Policy located on the Marquette Central academic policies website (http://www.marquette.edu/mucentral/registrar/policy_index.shtml).

The university accepts only official transcripts for the purposes of posting transfer credit or courses to the Marquette record and/or verification of a degree, diploma or certificate completion at another institution. Official transcripts are those that are printed on security paper and come directly via U.S. Mail from another institution's record/registrar office to the Office of the Registrar (OTR), the Graduate School or are delivered electronically directly to these offices via a secured third party method that has been verified by the sending institution. All other transcripts are considered unofficial and are not accepted or processed. Once an official transcript is received, the transcript is used to determine credits accepted toward the graduate degree.

The following notations appear on the permanent academic record of the student, including the official transcripts of the university:

1. **Required to Withdraw for Academic Misconduct:** Student was dismissed due to academic dishonesty. "Required to Withdraw for Academic Misconduct" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated to University" also permanently appears on transcript.
2. **Required to Withdraw for Academic Reasons:** Student was dismissed due to academic performance. "Required to Withdraw for Academic Reasons" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated on Probation" also permanently appears on transcript.
3. **Required to Withdraw for Non-Academic Reasons-Expulsion:** Student was dismissed due to student conduct violation. "Required to Withdraw for Non-Academic Reasons: Expulsion" appears on both unofficial and official transcripts. Expulsion is the most serious university disciplinary action and involves the permanent exclusion of the student from the university.
4. **Required to Withdraw for Non-Academic Reasons-Suspension:** Student was dismissed due to student conduct violation. "Required to Withdraw for Non-Academic Reasons: Suspension" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated to University" also permanently appears on transcript.

5. **Required to Withdraw for Professional Integrity Reasons:** Student was dismissed due to lack of integrity in a professional setting, such as a clinical or field placement. "Required to Withdraw for Professional Integrity" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated to University" also permanently appears on transcript.
6. **Required to Withdraw for Professional Performance Reasons:** Student was dismissed due to poor performance in a professional setting, such as a clinical or field placement. "Required to Withdraw for Professional Performance" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated to University" also permanently appears on transcript.
7. **Required to Withdraw for Unsatisfactory Degree Progress:** Student was dismissed due to lack of degree progress. "Required to Withdraw for Unsatisfactory Degree Progress" appears on both unofficial and official transcripts. If the student is allowed to return after this dismissal, "Reinstated to University" also permanently appears on transcript.

Transfer of Credit

Limits are placed on the number of credit hours that may be transferred from other institutions in order to protect the integrity of the Marquette degree programs. Only credits directly applicable to a student's Marquette degree program are considered for transfer, and there is no guarantee that these will be approved. Accounting, Business Administration, Economics, Human Resources and Leadership require all transfer credits to be from AACSB accredited schools. Students are encouraged to have courses pre-approved for transfer prior to registering for courses outside the Marquette University Graduate School of Management. Credits that are accepted for a Marquette degree, if transferred from another university, are not included when calculating the student's GPA. However, credits taken at Marquette in another program, if accepted for transfer into a degree program, are included in the student's GPA. Only courses in which a grade of B or above has been earned may be transferred for credit into a master's program. Students are strongly urged to consult their advisers before requesting or taking any course for which they want to transfer credits.

Normally, six credit hours of approved graduate work from an outside AACSB accredited master's program are transferred with the consent of the associate dean of the Graduate School of Management. Exceptions to this limit are rare and must be submitted in writing to the director of your master's program and the associate dean of the Graduate School of Management. A student can anticipate a maximum transfer of credit only in unusual or compelling circumstances. (See the Jesuit Transfer Agreement for exception.) Credits approved for transfer must have been earned within the previous five years at an AACSB accredited school, and affect the time limits for completing a Marquette program. Certificate programs are not eligible to transfer credits.

Only credits for courses directly comparable in content to the requirements of the current degree program are considered for transfer, and no credits will be considered until the student has completed the Graduate School of Management's Master's Degree Transfer of Credit Request form, available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). (<http://www.marquette.edu/gsm>) The student must also have met the following conditions: 1) completed six credits (nine credits if admitted on probation) as a degree-status student in their Marquette master's program; 2) taken the courses requested for transfer at the graduate level and for graduate credit; 3) earned a grade of B or above in each of the courses; 4) course must have been completed within five years; and 5) official transcripts are on file in the Graduate School of Management from the institutions involved, if other than Marquette.

Credits approved from a school using a quarter-system transfer as two-thirds credit each when converted to Marquette's term system. Semester credit equivalents for transfers from schools using a trimester system vary by school and must be evaluated individually. Students who are less than one credit short of graduation requirements after such transfers need no additional course work. A student short one full credit or more for graduation must take additional course work.

Graduate level credits earned at Marquette, as a degree student in a different graduate program or as a non-degree student, may transfer following the same request and approval procedures outlined above. Students are responsible for initiating this process. Credits transferred between Marquette programs or statuses are included as part of the credit transfer limit with the exception of the second master's degree.

Transfer credits taken the same term as projected graduation may be problematic. Official transcripts sent directly from the attending school to the Graduate School of Management is required by the deadline posted in the bulletin. This deadline may be earlier than the completion of the term for which classes are being taken. It may be necessary for the student to reapply for a future graduation and diploma.

Transfer credits do not apply toward GSM specializations.

To transfer credits from courses taken within Marquette University (i.e. earning a 2nd master's degree from Marquette University or transfer of credits from non-degree temporary to degree status) the following limits are in place: a maximum of 9 credits may transfer for a master's degree of 36 or fewer credits, a maximum of 12 credits for a master's degree of 37-48 credits, a maximum of 15 credits for a master's degree of 49 or more credits. (See Earning a Second Master's Degree for additional information.)

Members of the Jesuit Multilateral Agreement (see Jesuit Multilateral Agreement) may transfer more than 6 credits of pre-approved course work.

Transfer of Credit form and the Transfer of Credit Checklist can be found on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). (<http://www.marquette.edu/gsm>)

Undergraduate Students in Graduate Courses

Undergraduate degree-seeking seniors, or those admitted to an appropriate accelerated degree program may, with the permission of their home college and the department offering the course, register for a 5000 or higher-level graduate course if the student has a B (3.000) or higher overall grade point

average. To register for a graduate course, the undergraduate degree-seeking student must complete the Permission to Enroll in a Graduate School of Management Course form, available on the Graduate School of Management forms website (<http://business.marquette.edu/academics/forms>). (<http://www.marquette.edu/gsm>) Once all signatures of approval have been obtained and the student has received the permission number from the Graduate School of Management, the student must then register for the course online through CheckMarq (<https://checkmarq.mu.edu>).

Graduate level courses begin at 5000. Cross listed courses starting in the 4000 series are undergraduate courses and under no circumstances apply toward graduate credit. The course cannot be graded using the CR/NC, S/U, NSC/UNC or AU (audit) option, and a grade of B or better must be earned to transfer courses into a graduate program. Consent must be obtained and the registration posted to the student's record prior to the start of the course. A change is not applied after the close of late registration, whether moving to or from graduate level class. Successful completion of graduate courses does not guarantee admission to graduate students

A maximum of 16 credits can be taken the term in which a graduate class is taken. Undergraduate degree-seeking students may take a maximum of 6 graduate level credits in any given term. For undergraduate degree-seeking business students, a maximum of 6 credits may double count - apply both toward undergraduate and graduate requirements. The maximum graduate credits transferable from undergraduate to a GSM degree, pending approval and overall program requirements is: Accounting (M.S.A.) - 9 credits, Economics (M.S.A.E.) - 9 credits, Human Resources (M.S.H.R.) - 9 credits, Master in Leadership - 6 credits, Business Administration (M.B.A.) - 9-12 credits. A student has five years to be admitted and start graduate studies. Transfer credits do not apply if courses are 5 or more years old. See Transfer of Credit in this section for additional information.

Withdrawals

See Registration/Enrollment Changes (p. 38) in this section of the bulletin.

Student Resources and Facilities

Student Resources

Academic Advisement

Academic Advisement is a degree audit tool that is fully integrated with the CheckMarq (<http://checkmarq.mu.edu>) student information system and is available to all Graduate School of Management students who entered Marquette in the Fall 2014 or later. The following are key features available in Academic Advisement:

1. Provides a single source document that incorporates the applicable university, college and major/minor/concentration requirements specific to a student's degree plan.
2. Plan courses by requirements to create a term-by-term academic plan.
3. Review academic progress toward graduation by using an interactive on-line report or two more condensed PDF reports.

Disability Services

Marquette University strives to integrate qualified students with disabilities as fully as possible into all aspects of university life. The Office of Disability Services has been designated to coordinate this process in accordance with the university's compliance responsibilities under the law. Accommodation determinations for all students with identified and documented disabilities will be made on a case-by-case basis. Examples of possible accommodations or services provided to students with disabilities include: lecture notes, testing arrangements, texts in alternative formats, interpreting, self-advocacy guidance, etc.

More detailed information about accessibility for all students at Marquette can be found at the Disability Services website (<http://www.marquette.edu/disability-services>). The Office of Disability Services is located in the 707 building, Room 503; P.O. Box 1881, Milwaukee, WI 53201-1881; P (414)288-1645; F (414) 288-5799.

Email Policy

Marquette University utilizes email as one of the official means of communication with students to keep them informed of important information such as financial aid and billing data; college deadlines, events and updates; and important campus news. Each student is issued an official eMarq email account for use while he or she is enrolled.

Email is an appropriate and preferred method for official communication by Marquette with students unless otherwise prohibited by law. The university has the right to send official communication to students by email with the assumption that students will receive, read and, if necessary, act in a timely manner based upon these emails. For more information, see the University Email Policy (<http://www.marquette.edu/its/about/official.shtml>).

Financial Aid Information Guide

The publication Award Information Guide provides an overview of the available financial aid, how to accept financial aid, debt management, students' rights and responsibilities, and federal loan programs. Information is available online at the Marquette Central website (<http://www.marquette.edu/mucentral/financialaid/index.shtml>). Information about different types of financial aid available to graduate students may be found in this bulletin under "Student Financial Aid".

Marquette Central

This office is the primary source for student enrollment and financial services information and assistance. Once a student is admitted to the university, this office is available to help students through Marquette processes and serves as a resource for questions about registration, student financial aid and student accounts. For more information, visit the Marquette Central website (<http://www.marquette.edu/mucentral>).

Marquette University Police Department

With the Marquette community located in downtown Milwaukee, students need to be aware of the realities of city living. Recognizing this, the university strives to educate students about personal safety and crime prevention through a wide variety of safety programs and services.

Marquette operates its own commissioned police department (<http://www.marquette.edu/mupd/about.php>), which works closely with the Milwaukee Police Department to ensure the security and safety of the university community. Located on the first floor of the 16th Street Parking Structure, 749 N. 16th St. (between Wisconsin Avenue and Wells Street), the department houses its administration, officer operations, the Command Information Center, preventive services and Student Safety Programs. MUPD operates 24 hours a day, every day. Services can be obtained by calling (414) 288-6800. In cases of emergency, students and employees should contact MUPD's emergency line by dialing (414) 288-1911 from any campus extension or (414) 288-1911 from any off-campus phone.

MUPD employs police, public safety and university service officers. The police officers' primary role is to prevent crime and the breach of public order. Primary responsibilities include protecting students, faculty, staff, campus visitors, property and facilities from accidents, bodily harm, fire, theft, vandalism and illegal entry; enforcing laws and traffic and parking regulations; apprehending violators; providing general information and assistance

to the public; conducting criminal investigations; and participating in community-oriented policing efforts. Public safety officers are responsible for preventing and suppressing crime, protecting life and property, and preserving peace throughout the Marquette community. University service officers are responsible for protecting the Marquette community and securing Marquette's property. They conduct walking patrols of campus buildings and grounds, provide authorized after-hours access to buildings, and assist public safety officers, as well as campus community members, who have locked keys in cars, need jump-starts or require other assistance.

To provide members of the Marquette and surrounding community with a direct means of contacting MUPD, the university maintains Blue Light and Service Phones. Blue Light Phones, most frequently recognized by blue lights on the top of the phones, and Service Phones, most frequently recognized by red labels, are placed in university buildings, apartments, parking areas and near-off-campus areas. Video cameras are located throughout campus and in the near-campus neighborhood. They are linked to the Command Information Center in MUPD and are used to help monitor suspicious behavior and document activity in a given area.

A wide variety of crime prevention and safety awareness programs (<http://www.marquette.edu/mupd/safety-tips.php>) are made available to groups that are interested in promoting safety. Popular topics include self-defense, personal safety, sexual assault prevention and alcohol awareness. Numerous brochures, a newsletter and crime statistics are readily available to provide information.

Any member of the Marquette community who becomes involved in a crisis situation can receive the benefits of the Victim/Witness Services program. The program provides resources for those in need of counseling or support services in addition to providing escorts to and from all necessary court-related appearances.

MUPD complies with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act through the publication of the Safety Resource Guide, which includes campus crime statistics and crime prevention strategies. Copies of the Safety Resource Guide are available from MUPD (<http://www.marquette.edu/mupd>) or by calling (414) 288-7320.

Schedule of Classes (Snapshot)

Snapshot (<http://www.marquette.edu/mucentral/registrar/snapshot>) is an online schedule of classes students access to determine what courses to take each term. In addition, Snapshot will provide a list of those classes that meet certain degree requirements or are of special interest, such as online courses.

Student Information System (CheckMarq)

Marquette students obtain up-to-the moment information, monitor their academic record, view courses, register and update their address/phone numbers online by using the CheckMarq system (<https://checkmarq.mu.edu>) via the Internet. Students can access CheckMarq from any computer with Internet access. CheckMarq requires both a user name and password. Information Technology Services assigns user names and passwords to all new students for the duration of their studies at Marquette.

Transcript of Academic Records

A Marquette University transcript (p. 40) is the complete and unabridged copy of all academic work attempted while matriculated at Marquette, with the exception of transfer credit taken elsewhere. Partial transcripts are never produced. Course and grade information contained on the transcript are released pursuant to the Family Educational Rights and Privacy Act of 1974 (as amended).

Students may obtain a transcript of their Marquette record by completing a Transcript Request form available on the Marquette Central academic forms website (http://www.marquette.edu/mucentral/registrar/policy_forms.shtml) and submitting it as indicated on the form, or submitting an online request via the National Student Clearinghouse (<http://www.studentclearinghouse.org>). Current students may request a transcript online via their CheckMarq account. Submit all transcript requests a minimum of one week in advance of the date the transcript is needed.

The fee for regular transcript service is \$7.00 per transcript (3 business days). The fee for expedited transcript service is \$30.00 per transcript (same day service). Additional FedEx fees apply. All transcript fees are due at the time of the request.

Every transcript that is issued directly to a student is clearly marked. Because most institutions do not accept a transcript that has been in the student's possession, it is strongly recommended the students request the Office of the Registrar mail a transcript directly to the institution involved. Students who fail to follow this recommendation are liable for any further charges when additional transcripts are needed.

Veterans Benefits

The Office of the Registrar acts as liaison between the student and the Veterans Administration, the Wisconsin Department of Military Affairs and the Wisconsin Department of Veterans Affairs. Any student eligible to receive educational benefits under one of the various federal Veterans Administration programs must, at the beginning of each term for which he or she is registered, complete and/or submit the Marquette Application for Certification of VA Educational Benefits. First time VA benefit applicants or transfer students may need to furnish additional documentation. For more information on how to apply for Veterans' educational benefits, visit the Marquette Central Veteran's Benefits website (http://www.marquette.edu/mucentral/registrar/vet_index.shtml). Information or consultation regarding Veterans educational benefits is available at any time during regular Marquette Central (<http://www.marquette.edu/mucentral>) office hours.

Marquette participates in the Yellow Ribbon Program (http://www.marquette.edu/mucentral/registrar/vet_yellowribbon.shtml); which is a Post-9/11 GI Bill enhancement program for students who qualify for 100% of the Post-9/11 GI Bill. This program allows institutions of higher learning in the United States to voluntarily enter into an agreement with the VA to fund some or part of the tuition expenses and fees of these students.

Federal Law requires that educational assistance benefits to Veterans and other eligible students be discontinued when these students cease to make satisfactory progress toward their degree objective. Individuals who wish to receive veterans' educational benefits must qualify and meet the published academic standards and requirements of the university in order to be certified for Veterans educational benefits. Only courses that apply to a degree program may be certified for VA Educational benefits; and students must inform the Office of the Registrar of changes to their enrollment after certification is submitted for the term.

Facilities

Haggerty Museum of Art

The Haggerty Museum of Art advances Marquette University's mission by enriching the intellectual and creative lives of students and communities at large through engagement with the museum's collections, exhibitions, and programs.

The Haggerty Museum of Art, an academic museum committed to advancing social justice through meaningful aesthetic experiences, plays a unique role in the Milwaukee community. The Haggerty engages both academic and general audiences in high-impact, interdisciplinary, object-based learning experiences that span subjects from English to Engineering. More than half of Marquette University's students experience the museum's innovative exhibitions, programs and collections each year. The Haggerty Museum of Art is open every day. Museum admission is always free, to everyone. For more information, visit the Haggerty Museum of Art website (http://www.marquette.edu/haggerty/permanent_collection.shtml).

Hartman Literacy and Learning Center

The Hartman Literacy and Learning Center is a facility within the College of Education, which supports undergraduate literacy-related programs. The center library houses a children's literature collection, which is used by College of Education students as well as children participating in the center's after school tutoring program, collaborations between the university and neighborhood elementary schools. Students enrolled in EDUC 4964 (Practicum in Reading) participate by tutoring small groups of children in reading and writing after school. The Hartman Literacy and Learning Center provides faculty and staff to support and conduct research. For more information, visit the Hartman Center website (http://www.marquette.edu/education/centers_clinics/hlc.shtml).

Libraries Overview

The University's libraries support the teaching, research and service mission of Marquette University by providing access to recorded knowledge through collections, services, cooperative programs and connections to worldwide resources. The libraries combine state-of-the-art technologies with a repository of information in an atmosphere of service and learning. A full description of resources, hours, news and services is found at the Raynor Memorial Libraries website (<http://www.marquette.edu/library>).

Collections of more than 2 million volumes and more than 1500 print subscriptions are housed in the John P. Raynor, S.J, Library and the adjoining Memorial Library; the Law Library is separately described below. The libraries' shared online catalog, MARQCAT, includes all book and periodical holdings, locations and circulation status.

Raynor Memorial Libraries

The Raynor Library, built in 2003, holds a commanding position at the physical and intellectual center of the campus. Raynor Library, seating 1,100, is designed around the needs of its users, preserving the university's extensive traditional collections, while expanding its capacity for incorporating digital technology into access and delivery of information. The library offers nearly 2.5 million books in digital format, an ever-growing (over 50,000 titles) collection of full-text online newspapers, journals and magazines, as well as an expanding collection of unique digital materials produced by Marquette's own scholarly community. The primary service point in Raynor is the two-level Learning Commons, with over 240 networked PCs and Macs, multimedia hardware and software and comfortable small group study spaces.

The Information Desk is open 100 hours weekly and, in addition, offers research consultations by appointment, and phone, IM, email and 24/7 "chat" assistance through its AskUs! services. The Digital Scholarship Lab features expert assistance, a digital media editing room, a visualization station, a digital toolbox, and specialized software on Mac and PC computers. Video cameras, iPads, laptops, sound recorders, digital cameras and tripods are available for checkout.

Raynor's first and second level and the bridge are open 24/7 when classes are in session, offering access to workstations and comfortable, safe late-night study space. Library hours during the summer, intercessions and holidays are posted and updated regularly on the library website.

Additional features of Raynor Library include: Class Reserves and Media Services Desk, the Funding Information Center, as well as reference, browsing, spirituality, and local music collections. Group study rooms are available for collaborative projects and can be reserved via an online reservation system. All rooms feature whiteboards and many have large LED panels to better facilitate group work. A conference center accommodating large groups and video conferencing, the Writing Center and the Center for Teaching and Learning are also located in the facility. The second-level

bridge entrance to Memorial Library features a 4,800 square foot café with casual seating, popular reading materials and wired and wireless network connections.

Memorial Library, renovated top-to-bottom in 2004 and entered via the 2nd level bridge, houses the majority of the book and journal collections. The library is open 100 hours weekly and offers a variety of seating choices for over 1,050 students. An open stack arrangement presents over six linear miles of compact shelving for bound journals on the lower level, plus book shelving on five floors. The facilities in this library include a circulation desk, a cluster of PCs, and assigned research carrels for faculty and graduate students.

Most library services and online research databases are available to students 24/7 from both on- and off-campus locations. Class reserve readings are digitized for online access whenever possible. Interlibrary Loan provides both books and journal articles from other libraries on request and a variety of other cooperative programs assure library privileges for Marquette students at other libraries in Southeastern Wisconsin. The Milwaukee County Federated Library System, including the Central Library just four blocks from campus, also lends to Marquette students. Above all, service-oriented staff members are committed to guiding and teaching users throughout the research process.

Special Collections and University Archives

Raynor Library also houses the Department of Special Collections and University Archives, with the reading room and exhibit areas on the third floor. The University Archives documents Marquette from its founding in 1881 to the present day, including administrative records, records of academic units, and student life, as well as papers of faculty, staff, students and alumni. Manuscript collections are also available for research. Significant holdings relate to Christianity and Native Americans, and 20th-century Catholic Social action, and include collections such as the Bureau of Catholic Indian Missions, Dorothy Day and the Catholic Worker movement, the National Catholic Conference for Interracial Justice, and the National Catholic Rural Life Conference. J.R.R. Tolkien's original manuscripts, plus a large collection of Tolkien literary criticism and popular culture materials, form a unique and notable research collection. More than twenty digital collections are available via the Special Collections and University Archives website. Finally, the department houses a rare book collection of over 7,000 volumes, which has significant holdings in theology, philosophy, Jesuit studies, Native American History, Catholic Social Action, and rare editions from literary figures such as H. L. Mencken, Joseph Conrad, Sherwood Anderson and Rupert Brooke.

For more information on Raynor Memorial Libraries:

- Raynor Memorial Libraries website (<http://www.marquette.edu/library>).
- Campus map (<http://www.marquette.edu/contact/documents/CampusMap.pdf>) showing campus libraries.
- AskUs! (<http://www.mu.edu/library>) Phone, email, IM, or text information services.
- Library hours (<http://www.mu.edu/library/#hours>) on our website or a 24-hour recorded message (414) 288-1530.

Law Library

The primary mission of the Marquette University Law Library is to support the research activities of the Marquette University Law School students and faculty. The law librarians who hold both a law degree and a library degree teach a variety of law-related research courses within the law school and a number of legal research sessions for various departments on campus.

The Law Library is located in Eckstein Hall. The Law Library maintains a comprehensive electronic and a selective print collection of primary legal materials from all federal and state jurisdictions as well as a collection of selected international and comparative legal materials. In addition, the Law Library provides the entire campus with electronic subscriptions to Proquest federal legislative history materials, to HeinOnline, and to CCH Intelliconnect. The Law Library is a selective depository of federal government law-related resources. In addition, the Law Library subscribes to a number of electronic subscriptions on legal research related topics that are available to anyone using the Law Library. Law Library users may also access the comprehensive collection of both print and electronic Wisconsin legal research resources while in the law building.

Research Centers and Institutes

In order to foster and enhance research and study at Marquette University, a number of units on campus have established thematic research centers and institutes. These centers and institutes offer the opportunity for active collaboration and research in a variety of categorical areas.

The centers generally are designed to bring an interdisciplinary focus to the study of complex problems and involve the participation of several faculty members. Opportunities are available for student participation in the programs of several of the centers and institutes.

The Office of the Provost maintains a list of currently active centers and institutes (<http://www.marquette.edu/research/centers.php>).

Student Financial Aid

Resolution of the Council of Graduate Schools in the United States

Marquette University is a signatory to the CGS resolution. The resolution states that acceptance of an offer of financial support (such as a graduate scholarship, fellowship, traineeship or assistantship) for the next academic year by a prospective or enrolled graduate student completes an agreement that both student and graduate school expect to honor. When a student accepts an offer before April 15 and subsequently desires to withdraw that acceptance, the student may submit a written resignation of the appointment at any time through April 15. However, an acceptance given or left in force after April 15 commits the student not to accept another offer without first obtaining a written release from the institution to which a commitment has been made. Similarly, an offer by an institution after April 15 is conditional on presentation by the student of written release from any previously accepted offer. It is further agreed that institutions subscribing to the CGS resolution will enclose a copy of the resolution with every scholarship, fellowship, traineeship and assistantship offer it sends prior to April 15.

Assistantships and Scholarships

All graduate students that receive merit-based financial aid, which include graduate assistantships must be full-time degree admitted students in the term in which they receive the aid. Full-time status can be achieved by taking six credits of course work plus Graduate Assistant Teaching or Graduate Assistant Research, depending on the award received. These zero-credit courses will carry the status of full-time when combined with six credits of course work.

The following course numbers will be used in conjunction with the department acronym:

Graduate Assistant Research (full-time, FT) = 9976

Graduate Economics (M.S.A.E.) students may also utilize ECON 9993 Professional Project Continuation: Full-time.

Students may use their scholarships to pay for Graduate Assistant Teaching, Graduate Assistant Research course fees. It is not required that all TAs and RAs be registered for one of these continuation courses. If a student already meets full-time status based on course work, then these continuation courses need not be used to obtain full-time status.

For merit based awards, refer to the Graduate School's Merit Based Competitive Assistantships, Scholarships and Fellowships table funded by the Graduate School.

Registration Procedures

Teaching and research assistants, and recipients of scholarships must register for the appropriate course, which will be graded on an SNC/UNC basis. Registration will require the consent of the student's adviser and department, which must be secured prior to registering.

Registration requires the following procedures:

1. The student and his/her adviser meet and complete the registration form.
2. The student will be given a permission number to be used during the registration process.
3. The completed and approved form shall be delivered to the Graduate School of Management.
4. The student registers via CheckMarq for the appropriate course, using the permission number received.

Office of Student Financial Aid

Financial aid is monetary assistance to help students meet the expenses of going to college. Financial aid is not intended to cover all of a student's expenses. The primary financial responsibility belongs to the student and his/her family. The Office of Student Financial Aid at Marquette University attempts to help bridge the gap between the costs of attending the university and the ability of a student and his/her family to meet those costs.

A student's financial aid award may include one or a combination of scholarships, assistantships, or student loans to help meet the costs of a graduate or professional program. Scholarships and assistantships are awarded by each school or program (dental, law, health sciences or graduate). Questions concerning scholarships and assistantships should be directed to the admissions or dean's office of the school or program in which you plan to enroll.

The most current and accurate information can be obtained by visiting the Marquette Central website (<http://www.marquette.edu/mucentral/financialaid/index.shtml>). Marquette Central professional staff is available for assistance Monday through Friday, 8:00 a.m. to 4:30 p.m. at (414) 288-4000. Although care is taken to ensure the accuracy and timeliness of information contained in this bulletin, the information is subject to change and/or deletion without notice due to unintended error and/or ongoing changes in federal and state legislation.

Eligibility Requirements

To receive financial aid from federal and state programs students must meet the following requirements:

- Be a U.S. citizen or an eligible non-citizen. Students with F1, F2, J1, or J2 visas are not eligible.

- Be registered with Selective Service (<https://www.sss.gov/default.htm>), if required.
- Be working toward a degree or certificate.
- Be enrolled at least half-time. Audit, repeat and other non-credit classes do not apply.
- Half-time: 4 credits per term for Graduate; 6 credits per term for Dental, Law, and Health Sciences.
- Be making Satisfactory Academic Progress (http://www.marquette.edu/mucentral/financialaid/resources_elig_standards.shtml).
- Complete the Free Application for Federal Student Aid (FAFSA) at <https://fafsa.gov/>.
- Demonstrate financial need, if applying for need-based aid.
- Not be in default on any loan or owe a refund on any grant made under Title IV of the Higher Education Act of 1965, as amended, at any institution.

Application Procedures

The first step a prospective student must take is to complete the Marquette University online application for admission. A student needs to be formally admitted into the university before they will be considered for financial aid assistance. Students may apply for financial aid if they are currently enrolled or are applying for admission to Marquette University.

To apply for financial aid a student must complete the Free Application for Federal Student Aid (FAFSA). The FAFSA website is <https://fafsa.gov/> and Marquette's Title IV School code is 003863. It is important for a student to file their FAFSA between October 1 and January 15 in order to receive consideration of all types of financial aid. FAFSAs received February 1 or later for continuing students will result in a reduced financial aid award. The student's Expected Family Contribution (EFC) is calculated from information provided on the FAFSA and is listed on the Student Aid Report (SAR). The EFC is an indicator of the family's financial strength and is used along with the Cost of Attendance (COA) to determine a student's eligibility for financial aid.

During the application process, students may be asked to verify the information reported on the FAFSA. Any aid offer will be contingent upon completion of the verification process.

Satisfactory Academic Progress Policy

Marquette University is required by federal regulation to apply qualitative and quantitative standards in measuring academic progress for financial aid purposes. The complete Satisfactory Academic Progress Policy can be found at the Office of Student Financial Aid website (http://www.marquette.edu/mucentral/financialaid/resources_elig_standards.shtml).

Office of Student Financial Aid - Available Programs

Scholarship Assistance - Private Scholarship Opportunities

Information on Private Scholarship Opportunities can be found on the Office of Student Financial Aid website (http://www.marquette.edu/mucentral/financialaid/resources_pvt_scholar.shtml).

Loan Assistance

A loan is a type of financial aid that has to be repaid upon graduation or when no longer enrolled in school on a full- or half-time basis (depending upon the terms of the individual loan program). A promissory note (legal agreement to repay) must be signed before a loan will be disbursed. The promissory note contains detailed information about terms, responsibilities and repayment of the loan. There are no penalties for prepaying principal or interest in any student loan program. Federal regulations require all first-time Federal Direct Loan borrowers to participate in loan counseling before disbursement of the loan.

Federal Loan Programs

The principal loan programs administered by Marquette for Graduate students are the Federal Direct Unsubsidized Loan and the Federal Direct Grad PLUS Loan.

Additional information about loans can be found on the Office of Student Financial Aid website (http://www.marquette.edu/mucentral/financialaid/grad_loans_types.shtml).

Truth in Lending Act Disclosures

Students borrowing any non-federal loans (e.g., institutional or private loans) must sign and acknowledge disclosure forms acknowledging the specific terms of each loan and stating that the student is aware of lower cost Federal loan alternatives. The disclosure forms will be sent out by the lending institution when appropriate. Each disclosure form clearly states what steps the students must take next and in what time frame those steps must be made.

Private Alternative Loans

Alternative loans are non-federal **educational** loans available from a variety of national lending institutions. Minimums and maximums vary for these loan programs, but all require a satisfactory credit history. The Alternative Loan Lender Chart (<http://www.marquette.edu/mucentral/financialaid/>)

ugrad_loans_alt.shtml) provides an alphabetical list of all lenders that Marquette students have used in the past five years. This is in no way exclusive or exhaustive of all existing lenders. The Office of Student Financial Aid will honor requests to certify other alternative **educational** loans that do not appear on this chart.

Student Employment Assistance

The primary function of Student Employment Services, located within the Office of Student Financial Aid, is to assist students in securing employment on campus or off campus within businesses in the area. Many students help finance their education through part-time employment.

Marquette lists part-time on and off campus positions on the web-based job posting site, JobConnection (<https://jobconnection.mu.edu/interfase.htm>).

Students wishing to work must comply with the Immigration Reform and Control Act of 1986. This means that **new** student employees need to complete an I-9 form with the Office of Student Employment on their first day of employment. Students must provide original documents (i.e., Social Security card and driver's license or U.S. passport); copies or faxes of documents are not acceptable. Be sure to check the last page of the I-9 form for a list of acceptable documents to complete the I-9 process. Students may view the I-9 requirements on the Student Employment Services website (http://www.marquette.edu/mucentral/financialaid/ses_i9.shtml). Contact Student Employment at studentemployment@marquette.edu with questions.

For more information

For more information please visit our Marquette Central website (<http://www.marquette.edu/mucentral/financialaid/index.shtml>). Contact us with questions at marquettecentral@marquette.edu, (414) 288-4000, or visit Zilber Hall, Suite 121. When contacting Marquette Central please provide student's Marquette University ID (MUID) and four-digit Marquette Central Access Number (MCAN) (<http://www.marquette.edu/mucentral/mcan.shtml>). Marquette Central's office hours are 8:00 a.m. to 4:30 p.m. Monday through Friday CST.

Tuition, Fees and Housing

Marquette University Payment Policy

The staff in Marquette Central is dedicated to providing service to our students and families in a professional and friendly manner while following the policies and procedures set forth by the university. The office provides accurate and timely information about each student's bursar account while encouraging our students to be active participants in managing their account.

Marquette University sends a monthly electronic billing statement to each student while the student has an account balance. A student may also view his/her e-bill via CheckMarq. Payment due dates are available on the Marquette Central website (<http://www.marquette.edu/mucentral>). The final step to complete a student's registration is payment in full of all fees for the term. It is the student's responsibility to pay tuition, fees and housing by the published due date whether he/she receives a bill or not.

Students who do not plan to attend the university are responsible for dropping classes through CheckMarq and notifying their respective college office. All courses for which a student is officially registered as of the close of registration are subject to tuition, fee assessment and payment, and as such will appear as part of the student's permanent record even if the student does not attend any class periods. To avoid unnecessary charges and permanent failing or withdrawn grades on the student's permanent record, it is the student's responsibility to review his/her official registration prior to the end of registration for the session in which the course is scheduled and ensure it accurately reflects the courses in which the student plans to be enrolled. Students assume responsibility for the consequences that ensue as a result of any failed or withdrawal grade. These consequences include, but are not limited to: a delay in graduation, dismissal from the degree program, denial of readmission, external institutions/entities viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund.

A student's registration is not considered complete until all tuition and fees are paid, enrolls in the Marquette Monthly Payment Plan (http://www.marquette.edu/mucentral/bursar/payment_plans_index.shtml), or submits a billing authorization from an approved sponsor. Students whose accounts reflect that the payment has not been made, or that are otherwise delinquent will have a registration block, transcript block and diploma block placed on their accounts. There will be a \$100.00 fee for the removal of the block. Failure to pay any balance when due may result in the cancellation of a student's registration for the current academic term, referral of the account to a collection agency, legal action to collect any balance due or any combination thereof. If the university must take legal action to collect any unpaid balance, the student will be responsible for all fees and costs incurred by the university to collect the unpaid balance.

Payment Options

Traditional Term Payment

Payment of all tuition, housing and other billed charges is due in full prior to the beginning of each term. Cash and checks are acceptable methods of payment. Payment may also be made electronically (direct debit from checking or savings account) by accessing the link on the Marquette Central website (<http://www.marquette.edu/mucentral>). Credit card payment is available through a third party provider. The service fee for using this service is variable depending on the amount of the charge. This service may be accessed through the link on the Marquette Central website (<http://www.marquette.edu/mucentral>) or by calling (866) 893-4518.

Marquette Monthly Payment Plan

Marquette offers a payment plan during the fall and spring terms administered by Tuition Management Systems Inc. The Marquette Monthly Payment Plan allows students and their families to pay tuition, fees, university housing and/or meal charges in five equal monthly installments. There is a \$35 per term enrollment fee, but there are no interest charges involved. The fall term program begins August 5, 2017. All payments are due on the fifth of each month.

Payment by a University Approved Third Party Sponsor

Students whose tuition is paid by a university approved third party sponsor must submit their billing authorization to Marquette Central by the payment due date.

Note: If your employer requires grades prior to paying for a class, we cannot set them up as a third party sponsor.

Tuition Discounts

A 50 percent senior citizen discount on tuition (only) is available to individuals 62 years of age and older taking graduate courses for credit and/or audit. This opportunity is offered to students who have the proper background and prerequisites for the course(s) in question. Students using the senior citizen discount are not eligible for the audit discount.

All rates in this bulletin are believed accurate and current when printed. However, Marquette University reserves the right to modify any rate to correct a printing mistake or to respond to any unforeseeable change in circumstances, e.g., energy surcharge, governmental action, etc.

Tuition

Graduate students are assessed at the per credit hour rate based on their academic plan for all registered courses, graduate or undergraduate. The per credit rate for the 2017-2018 academic year is \$1,100.00.

Executive M.B.A. tuition for the class starting in fall 2017 is \$72,000.00 for the entire 17-month program. Fee includes a \$2,500.00 deposit, all tuition credits, all textbooks and materials, a laptop computer which the student retains at the end of the program, computer software, most meals, an international trip, including travel to and from destination plus lodging, and all other applicable fees. For more detailed information, contact the Executive M.B.A. office by phone at (414) 288-7145, by fax at (414) 288-8078, by mail at Executive M.B.A. Program, Straz Hall, Marquette University, P.O. Box 1881, Milwaukee, WI 53201-1881, or by email at MBA@marquette.edu.

Fee structure:

Billed \$19,875.00 (deposit plus first term) Fall 2017, then \$17,375.00/term spring, summer and fall 2018. Total tuition is \$72,000.00.

Continuous Enrollment/Continuation Course Fees

Program	Cost
Graduate Standing Continuation (less than half-time) = 9970	\$100.00
Graduate Assistant Research (full-time) = 9976	\$100.00
Professional Project Continuation (less than half-time) = 9991	\$100.00
Professional Project Continuation (half-time) = 9992	\$100.00
Professional Project Continuation (full-time) = 9993	\$100.00

Service Fees

Program	Cost
Application Fee	\$50.00
Diploma Fee, Replacement	\$25.00
Block Removal Fee	\$100.00
Readmission Fee	\$100.00
Transcript Fee	\$7.00
Transcript and Enrollment Verification Fee, Rush Processing	\$30.00

Housing

The Office of University Apartments and Off-campus Student Services exists to assist current and prospective Marquette students in their search for apartment housing on and around the Marquette campus. This office provides a comprehensive, searchable website (<http://www.marquette.edu/offcampus>) to help you locate appropriate housing around the Marquette campus. This website is the primary resource students use to find housing in the near-Marquette neighborhood. In order to be listed on the site, a property must be located within the Department of Public Safety patrol area. The site not only lists a majority of the properties located in the immediate Marquette neighborhood, but it also offers useful information on safety, budgeting and campus and community resources. UACSS is located at 1500 W. Wells Street and is open Monday through Friday from 8:00 a.m. to 4:30 p.m.

Meal Plans

Meal plans are available for purchase through the Office of Residence Life, and are automatically renewed for the second term unless cancelled through the office. Prices are per term.

Meal	Cost
Anytime Dining	\$2,090.00
50 Meals (commuters only)	\$394.00

Refunds and Adjustments

Students who have prepaid charges but do not register for classes will be given a full refund, less applicable non-refundable deposits. Students who register for classes and subsequently change their course load through either a partial withdrawal from courses or a complete withdrawal from the university will have adjustments made to their student accounts. The date on which the Withdrawal form is submitted to the university will be the date used for any refund calculation. Students assume responsibility for the consequences that ensue as a result of any withdrawal grade. These consequences include, but are not limited to: a delay in graduation, dismissal from the degree program, external institutions/entities viewing these grades as failing grades, loss of eligibility for certain scholarships and/or financial aid, loss of full-time status and/or loss of a refund. If an adjustment results in a refund due to the student, proper application must be made with Marquette Central to obtain the refund. See this bulletin for a full description of withdrawal procedures.

After the first class, laboratory and special course fees are non-refundable. Tuition deposits are non-refundable but are applied toward first term tuition charges.

Refunds for tuition and board will be given based on the following schedules:

Refund	Condition
100%	Through registration
80%	During the second week
60%	During the third week
40%	During the fourth week
20%	During the fifth week
No refund	After the fifth week

Note: Graduate students who enroll in, and pay for, thesis or dissertation credits before actually beginning work on their projects will not be entitled to a refund of tuition for these credits if, for any reason, they do not complete their programs.

Board — Pro-rated; number of full weeks remaining in term as a percent of 16 weeks.

Programs of the Graduate School of Management

Graduate School of Management

These Web pages describe the graduate degree programs offered at Marquette University through the Graduate School of Management and include information on the related graduate courses. Prospective students are reminded to also read the other sections of this bulletin for general information on Graduate School of Management admission requirements, academic regulations and academic programs.

Degrees Offered

Master of Arts in Corporate Communication (M.A.)
Master of Business Administration (M.B.A.), including the Executive M.B.A. program
Master in Leadership (M.L.)
Master of Science in Accounting (M.S.A.)
Master of Science in Applied Economics (M.S.A.E.)
Master of Science in Human Resources (M.S.H.R.)
Certificate in Leadership (Certificate)
Certificate in Sports Leadership (Certificate)

Programs of Study Including Specializations

M.B.A. - Master of Business Administration, including Executive Business

Specializations:

Economics
Finance
Human Resources
Information Systems
International Business
Marketing
Operations and Supply Chain Management
Sport Business*

*Sport Business is an option for the M.B.A./J.D. students focusing in Sports Law.

Master in Leadership

Specializations:

Health Care Administration
Sports Leadership

M.S.A. - Master of Science in Accounting

No specializations

M.S.A.E. - Master of Science in Applied Economics

Specializations:

Business Economics
Economic Policy Analysis
Financial Economics
International Economics
Marketing Research
Real Estate Economics

M.S.H.R. - Master of Science in Human Resources

Organizational Development
Strategic Human Resources
Talent Management

Certificate in Leadership

No specializations

Certificate in Sports Leadership

No specializations

Combined/Dual Programs

M.B.A./J.D. - Master of Business Administration/Law

M.B.A./M.S.N. - Master of Business Administration/Master of Science in Nursing

M.B.A./M.A. - Master of Business Administration/Master of Arts (Political Science/Int'l Affairs)

M.S.H.R./J.D. - Master of Science in Human Resources/Law

Bachelor's-Master's Programs Offered

Accounting (ACCO)

Biological Sciences (BSCI)

Biochemistry & Molecular Biology (BIMB)

Biocomputing (BIOC)

Bioelectronics (BIOE)

Biomechanics (BIOM)

Biomedical Sciences (BISC)

Chemistry (CHEM)

Civil Engineering (CIEN)

Computer Engineering (COEN)

Computer Science (COSC)

Construction Engineering (CNEN)

Economics (ECON)

Electrical Engineering (ELEN)

Environmental Engineering (ENEN)

Exercise Physiology (EXPH)

Human Resources (HURE)

Mathematics (MATH)

Mechanical Engineering (MEEN)

Physics (PHYS)

Physiological Sciences (PHSC)

Psychology (PSYC)

Accounting

Program Director: *Dr. Qianhua Ling, Ph.D.*

MS in Accounting website (<http://business.marquette.edu/academics/msa>)

Degree Offered

Master of Science in Accounting, Plan B Non-Thesis option only.

Program Description

The master of science in accounting (M.S.A.) program is designed to provide students with the broad range of skills that successful accounting professionals need in today's complex and changing business environment. Courses emphasize technical knowledge in the functional areas of accounting, stress communication skills and promote awareness of the accountant's ethical and social responsibilities. The M.S.A. program meets the American Institute of Certified Public Accountants (AICPA) requirement for individual membership in that organization, and eligibility to take the CPA examination. The M.S.A. program is accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB-International) and reflects the high standards and expectations of that accreditation.

Prerequisites for Admission

Admission to the M.S.A. program requires: a) a four-year bachelor's degree from an accredited college or university with a major in accounting or equivalent undergraduate course work preferred; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

Application Requirements

Students may apply for Regular Degree, Temporary Non-degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT or GRE scores. Temporary non-degree status is not available to international students. International applicants must apply for regular degree admission status.

Students are encouraged to complete all application materials and apply for degree status. Temporary non-degree status is valid for one term only. Temporary non-degree status students are not eligible to continue taking M.S.A. classes beyond one term without degree admissions. Typically, non-degree admission is not recommended in the M.S.A. program.

All application material should be sent to:

Graduate School of Management
David A. Straz, Jr., Hall Executive Center, Suite 275
Marquette University
P.O. Box 1881
Milwaukee, WI 53201-1881

Accounting

The M.S.A. program requires a minimum of 30 credit hours: 18 hours of accounting courses (nine hours required and 9-12 hours of electives) and 9-12 hours of non-accounting courses.

The course work involves six functional areas of accounting: financial, managerial, taxation, systems, auditing and governmental/not-for-profit.

Accounting Required course work

ACCO 6511	Taxation of Corporations and Partnerships	3
ACCO 6520	Advanced Corporate Issues	3

ACCO 6570 or ACCO 6535	Auditing: Ethical, Legal, Professional and Reporting Responsibilities Fraud Examination	3
Total Credit Hours		9

Accounting Elective course work (9-12 credit hours required)

ACCO 5040 or ACCO 6040	International Accounting International Accounting	3
ACCO 5045 or ACCO 6045	International Taxation International Taxation	3
ACCO 5050 or ACCO 5050	Accounting Information Systems Accounting Information Systems	3
ACCO 5080 or ACCO 5080	Analysis of Corporate Financial Statements Analysis of Corporate Financial Statements	3
ACCO 5119 or ACCO 6119	Tax Research Tax Research	3
ACCO 5931 or ACCO 6931	Topics in Accounting Topics in Accounting	1-3
ACCO 6525	Governmental Accounting	3
ACCO 6535	Fraud Examination	3
ACCO 6590	Accounting Theory	3
ACCO 6953	Seminar in Accounting	2-3

Business Elective course work (9-12 credit hours required)

Select from other graduate-level business/GSM courses or, with the permission of the program director, other graduate-level non-business courses excluding:

ACCO 6000	Accounting Foundations	2
ECON 6000	Economics Foundations	2
MANA 6000	Mathematics Foundations	2
MANA 6001	Statistics Foundations	2
ACCO 6100	Managerial Accounting	3
ACCO 6180	Financial Statement Analysis	3
BULA 6110	Legal Issues in Business and Technology	3
MANA 6170	Global Environment of Business	3

Bachelor's-Master's Program

This five-year program allows students to earn both their master of science in accounting (M.S.A.) and an undergraduate degree from the College of Business Administration. Undergraduate students begin their graduate work in their senior year by taking two to three graduate level courses or 6-9 credit hours.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.A. program, the courses will be counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as a undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above and indicate on their application that they are applying for the five-year program. For information, contact the Accounting Department at (414) 288-7340, or send an email to james.trebby@marquette.edu.

Accounting Courses

ACCO 5040. International Accounting. 3 cr. hrs.

An overview of managerial and financial accounting issues faced by multinational corporations or firms involved in international business. Issues include the diversity of worldwide accounting principles and the prospects for uniform international accounting standards, foreign currency transactions and translation, inflation, various technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing, transfer pricing, and taxation. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 5045. International Taxation. 3 cr. hrs.

U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral-income tax treaties. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 5050. Accounting Information Systems. 3 cr. hrs.

Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and the expert systems. Examination of various approaches to the computerization of transaction processing cycle, using suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 5080. Analysis of Corporate Financial Statements. 3 cr. hrs.

Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 5119. Tax Research. 3 cr. hrs.

The objective of this course is to assist in the development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of the research to a specific situation. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 5931. Topics in Accounting. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

ACCO 6000. Accounting Foundations. 2 cr. hrs.

Emphasis on external reporting to stockholders, government and other outside parties. Includes measurement of income and expenses and the valuation of assets and equities, under various forms of business organizations. Structuring data to aid management decisions. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

ACCO 6040. International Accounting. 3 cr. hrs.

An overview of accounting issues faced by multinational corporations or firms involved in international business. Issues include diversity of worldwide accounting principles and prospects for uniform international accounting standards, foreign currency transactions and translation, inflation, various technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing, transfer pricing and taxation. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6045. International Taxation. 3 cr. hrs.

U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral income tax treaties. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6050. Accounting Information Systems. 3 cr. hrs.

Substantial hands-on involvement with technology which enable accountants to be more productive and to provide better service to clients and management. Examination of various approaches to the processing of accounting information with technology, with special emphasis on the problems of internal control. Systems auditing and the accountant's role in the systems development cycle. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6080. Analysis of Corporate Financial Statements. 3 cr. hrs.

Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6100. Managerial Accounting. 3 cr. hrs.

Emphasizes the role of the accounting system as a quantitative information system. Available data are restructured in the form of internal reports to management for use in planning and controlling routine operations as well as in making non-routine decisions and formulating major plans and policies. Prereq: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; and ACCO 6000, MANA 6000 and 6001 or equiv.; or cons. of M.B.A. prog. dir.

ACCO 6119. Tax Research. 3 cr. hrs.

Development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of research to a specific situation. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6180. Financial Statement Analysis. 3 cr. hrs.

Focuses on how accounting information is used for making managerial decisions. Includes an overview of financial statement analysis, student preparation of written analytical reports and the use of analytical and cash flow techniques. Group projects, oral presentations and the use of technology are all included. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS; ACCO 6100 or cons. of M.B.A. prog. dir.

ACCO 6200. Managerial Accounting for Decision Making. 3 cr. hrs.

Emphasizes the role of the accounting system as a quantitative information system for decision making. Available data are restructured in the form of internal reports to management for use in planning and controlling routine operations as well as in making non-routine, decisions and formulating major strategic plans and policies. Prereq: Admitted to graduate BUAD, CCOM, ECON, HCTM, HURE, LEDR and NURS; MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir.

ACCO 6511. Taxation of Corporations and Partnerships. 3 cr. hrs.

Partnership and corporation income tax laws studied for proper treatment of various types of income, deductions, the consequences of ownership interests and the application of various tax rates to taxable situations. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6520. Advanced Corporate Issues. 3 cr. hrs.

Study of business combinations (mergers, consolidations, and acquisitions of net assets of common stock). Construction of consolidated financial statements, including analysis of inter-company transactions. Introduction of international accounting issues. Basic accounting for not-for-profit organizations. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6525. Governmental Accounting. 3 cr. hrs.

Study of accounting principles for state and local governmental units as promulgated by the Governmental Accounting Standards Board and the related financial reporting and disclosure requirements. Examination of objectives of financial reporting of these entities and the theoretical structure underlying these principles. Introduction to federal government accounting and audits of governmental units. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6535. Fraud Examination. 3 cr. hrs.

An analysis of how and why fraud is committed, how fraudulent conduct can be deterred and how allegations of fraud should be investigated and resolved. Prereq: Admitted to the graduate ACCO program; or admitted graduate BUAD, ECON, HURE and ACCO 6100; or cons. of M.S.A. prog. dir.

ACCO 6570. Auditing: Ethical, Legal, Professional and Reporting Responsibilities. 3 cr. hrs.

Focuses on major issues in auditing not addressed in an undergraduate auditing and assurance course. Specific attention is given to the Finance, Inventory, Property, Plant and Equipment and Payroll cycles of the audit engagement, corporate governance, Sarbanes-Oxley Act as well as in-depth coverage of audit reporting, review and compilation reports. A significant component of the course includes analysis and presentation of real-world auditing issues. Prereq: Admitted to the graduate ACCO program, ACCO 4170 or equiv.; or cons. of M.S.A. prog. dir.

ACCO 6590. Accounting Theory. 3 cr. hrs.

Analysis of the theoretical structure underlying financial accounting. Emphasis directed toward its development from both normative and descriptive approaches. Relates accounting theory to the basic financial statements and to selected topical areas. Examination of current issues under study by Financial Accounting Standards Board. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6931. Topics in Accounting. 1-3 cr. hrs.

Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir. Prerequisites may vary on a course by course basis.

ACCO 6953. Seminar in Accounting. 2-3 cr. hrs.

Topics may vary. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir. Prerequisites may vary on a course by course basis.

ACCO 6986. Internship in Accounting. 1-3 cr. hrs.

Directed work in accounting under the supervision of a working professional in the area of accounting. Requires faculty supervisor. Must have approved academic component and approved total work hours. Maximum of 3 credits of internship may apply toward degree requirements. Prereq: Admitted to the graduate ACCO program; cons. of M.S.A. prog. dir.

ACCO 6987. Internship Work Period. 0 cr. hrs.

Full-time directed work in accounting under the supervision of a working professional in the area of accounting. Requires faculty supervisor. Must have approved academic component and approved total work hours. Maximum of 3 credits of internship may apply toward degree requirements. (Full-time equivalency for financial aid, zero credits for academics/tuition.) Prereq: Admitted to the graduate ACCO program; completed 9 credits in program; cons. of M.S.A. prog. dir. SNC/UNC grade assessment.

ACCO 6988. Internship Grading Period. 3 cr. hrs.

Grading for preceding internship work assignments is accomplished by review of Employer Evaluation Forms, Work Exit Reports and other materials as required during each term in school following a work period. (3 credits for academics/tuition; not financial aid eligible.) Prereq: ACCO 6987.

ACCO 6995. Independent Study in Accounting. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

Business Law Courses

BULA 6110. Legal Issues in Business and Technology. 3 cr. hrs.

Provides an owner/manager's perspective of the significant influence of the law and of legal principles on managerial decision making. Major topics will include government regulation of business activities, contract law, liability law and forms of business organizations. Emphasis is on the application of these principles to managerial decision making in the current business environment. Prereq: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.B.A. prog. dir.

Business Administration

Chairperson: Dr. Jeanne Simmons, Ph.D.

MBA website (<http://business.marquette.edu/academics/mba>)

Degree Offered

Master of Business Administration, Plan B Non-Thesis option only.

Program Description

The objective of the master of business administration (M.B.A.) program at Marquette University is to provide students with a broad professional education in preparation for responsible managerial positions in business, public service or education. The program is built upon the foundations of quantitative analysis, behavioral sciences, economics and management theory.

Emphases of the program includes an understanding of business problems and the development of managerial skills. The M.B.A. program is accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB–International) and reflects the high standards and expectations of that accreditation.

Prerequisites for Admission

Admission to the M.B.A. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

Application Requirements

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (<http://business.marquette.edu/academics/mba>). Then click on Apply Now.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT/GRE scores.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one term only. Temporary non-degree status students are not eligible to continue taking M.B.A. classes beyond one term without degree admission. Typically, non-degree admission is not recommended in the M.B.A. program.

All application materials should be sent to:

Graduate School of Management
David A. Straz, Jr., Hall Executive Center, Suite 275
Marquette University
P.O. Box 1881
Milwaukee, WI 53201-1881

Off-Campus Program

The M.B.A. program currently offers the M.B.A. program at an off-site located in Kohler, Wisconsin. Although the program has some collaboration with local companies, students from all companies are welcome to apply. Admission to the program happens in fall only. As a 'lock-step – cohort group' there are ideally no new entries into the program once the group has matriculated. Students will take all classes together from matriculation to graduation. Classes meet one night a week each fall, spring and summer term. The Kohler program is completed in 33 months. If a student is unable to continue with the group, he/she can transition to the on-campus program at the Marquette University campus. For additional information on this program, contact the M.B.A. office at (414) 288-7145, email MBA@marquette.edu, or visit the GSM website (<http://business.marquette.edu/academics/mba>).

Master of Business Administration

The M.B.A. program can be completed with one of two different options depending on academic background.

Option 1 - requires 39 credit hours of course work. Option 1 is required for students with an undergraduate degree in a non-business discipline or whose undergraduate course work is more than 10 years old.

Option 2 - requires 33 credit hours of course work. Option 2 is required for students with an undergraduate degree in a business discipline and whose undergraduate course work is less than 10 years old.

With either option, the number of credits required may be reduced if exemptions to requirements are granted based on the applicant's undergraduate record and major field of study. In these cases, Option 1 could minimally require 33 credit hours and Option 2 could minimally require 31.5 credit hours.

Program Details - Option 1

The Option 1 course work covers six distinct areas:

1. Business Essentials (9 credits)
2. Decision Making (4.5 credits)
3. Ethics and Organizations (3 credits)
4. Strategy (6 credits)
5. Leadership (4.5 credits)
6. Electives (12 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MBA 6997 Strategic Management Capstone serves as the final integrating experience in the program. MBA 6997 Strategic Management Capstone may be taken only after completing a combination of 18 credits from Decision Making, Ethics and Organizations, Strategy, Leadership and Electives.

Business Essentials*

MBA 6020	Business Essentials: Accounting, Economics and Finance	4.5
MBA 6030	Business Essentials: Marketing, IT and Operations and Supply Chain	4.5

Decision Making

MBA 6010	Quantitative Analysis	1.5
MBA 6100	Business Analytics	3

Ethics and Organizations

MBA 6120	Concepts for Ethical Business Practice	1.5
MBA 6130	Corporate Social Responsibility	1.5

Strategy

MBA 6110	Strategic Management Introduction	3
MBA 6200	Enterprise Risk Management	1.5
MBA 6997	Strategic Management Capstone	1.5

Leadership

MBA 6140	Leading People and Change	1.5
MBA 6150	Leading Innovation and Creativity	1.5
MBA 6160	Leadership Coaching and Development	1.5

Electives **		12
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Total Credit Hours		39
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* The business essentials courses represent the foundation of business. A student can be exempted from course requirements if the student has recently completed equivalent course work, with satisfactory grades, as part of a degree program accredited by the AACSB–International or other regionally accredited program specifically recognized by the Graduate School of Management. Undergraduate courses would qualify as equivalent course work, if completed within the last 10 years. Students must have completed coverage in all 3 areas to be exempt from that business essentials course.

Recommended sequence is MBA 6010, MBA 6020 or MBA 6030, if required.

** In selecting the 12 credit hours of required elective course work, the M.B.A. student has a variety of choices. Electives may be concentrated in one area of business, e.g., marketing, or they may be distributed over several areas. A maximum of 12 credit hours (4 courses) may be taken within a specific area (i.e. economics, finance, leadership, marketing, etc.). Courses chosen from Marquette's graduate programs in accounting, corporate communications, economics, human resources and leadership are routinely approved for elective credit in the M.B.A. program. Students may not take more than 6 credit hours of electives outside the GSM programs.

PROGRAM DETAILS - Option 2

The Option 2 course work covers five distinct areas:

1. Decision Making (4.5 credits)
2. Ethics and Organizations (3 credits)
3. Strategy (6 credits)
4. Leadership (4.5 credits)
5. Electives (15 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MBA 6997 Strategic Management Capstone serves as the final integrating experience in the program. MBA 6997 Strategic Management Capstone may be taken only after completing a combination of 18 credits from Decision Making, Ethics and Organizations, Strategy, Leadership and Electives.

Decision Making *

MBA 6010	Quantitative Analysis	1.5
MBA 6100	Business Analytics	3

Ethics and Organizations

MBA 6120	Concepts for Ethical Business Practice	1.5
MBA 6130	Corporate Social Responsibility	1.5

Strategy

MBA 6110	Strategic Management Introduction	3
MBA 6200	Enterprise Risk Management	1.5
MBA 6997	Strategic Management Capstone	1.5

Leadership

MBA 6140	Leading People and Change	1.5
MBA 6150	Leading Innovation and Creativity	1.5
MBA 6160	Leadership Coaching and Development	1.5

Electives **		15
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Total Credit Hours		33
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* Recommended sequence is MBA 6010, MBA 6020 or MBA 6030, if required.

** In selecting the 15 credit hours of required elective course work, the M.B.A. student has a variety of choices. Electives may be concentrated in one area of business, e.g., marketing, or they may be distributed over several areas. A maximum of 15 credit hours (5 courses) may be taken within a specific area (i.e. economics, finance, leadership, marketing, etc.). Courses chosen from Marquette's graduate programs in accounting, corporate communications, economics, human resources and leadership are routinely approved for elective credit in the M.B.A. program. Students may not take more than 6 credit hours of electives outside the GSM programs.

Specializations

A specialization is not required in the M.B.A. program, and earning a specialization does not alter, in any way, the degree awarded. For those interested, however, specializations are available in several areas of study: Economics, Finance, Human Resources, International Business, Management Information Systems, Marketing and Operations and Supply Chain Management. The specialization is noted on the student's official university transcript but not on the diploma. To earn a specialization, a student, in addition to meeting all requirements for the M.B.A. degree, must take their electives from among the prescribed courses approved for the chosen specialization. A comprehensive list of approved specializations and the requisite course work is available from the M.B.A. program director or via our website at marquette.edu/gsm. The student must earn a grade of B or above in each of the prescribed electives, and all electives applied toward a specialization must be taken at Marquette University.

Note: One course (3 credit hours) may double count if a student pursues more than one specialization as long as the same course is relevant to both specialization requirements. A second specialization does add additional courses beyond what is minimally required for the degree.

Graduates of the M.B.A. program may complete a specialization within five years of graduation.

For additional information, contact the M.B.A. office at (414) 288-7145, email MBA@marquette.edu or visit the website at marquette.edu/gsm.

Accelerated Bachelor's/Master's Degree Program

This five-year program allows students to earn both their master of business administration (M.B.A.) and an undergraduate degree from various colleges with a bachelor of science degree. Undergraduate students begin their graduate work in their senior year by taking two to four graduate-level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.B.A. program, the courses will be counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as an undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a full-time master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

The five-year programs are available for the following undergraduate degrees:

- Biochemistry & Molecular Biology
- Biocomputing
- Bioelectronics
- Biological Sciences
- Biomechanics
- Biomedical Sciences
- Chemistry
- Civil Engineering
- Computer Engineering
- Computer Science
- Construction Engineering
- Electrical Engineering
- Environmental Engineering
- Exercise Physiology
- Mathematics
- Mechanical Engineering
- Physics
- Physiological Sciences

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their junior year at Marquette University, complete all of the application requirements, and indicate on the application that they are applying for the five-year program. For detailed information, contact the Graduate School of Management at (414) 288-7145 or visit the website at business.marquette.edu/academics/mba.

Business Administration Courses

BUAD 5931. Topics in Business Administration. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

BUAD 6000. Accounting and Finance for the Non-Financial Manager. 3 cr. hrs.

Covers the understanding, analyzing, and use of relevant financial information for management decision making. Specific topics include: understanding of financial concepts, statements and information, cost drivers, pricing, profitability, creating value, time value of money, capital budgeting, developing awareness of ethical issues in accounting and financial reporting, evaluating relevant financial information optimizing decision making and effectively communicate financial information and decisions. Not open to MBA, MSAE, MSA and EMBA students.

BUAD 6005. Economic Foundations for Marketing Decisions. 3 cr. hrs.

Designed for non-MBA students to explore the micro and macroeconomic theories and models that give managers insights and tools to make better marketing decisions. Addresses the cross section of the rational, efficient, upward and downward sloping world of economics and the gritty and often less-than-rational marketing reality of markets and consumers. Provides firm grounding in basic marketing concepts and practices and a quantitative economic framework from which to better understand them. Examines how market imperfections can lead to unethical and long-term, non-profit maximizing marketing decisions. Not open to MBA, MSAE, MSA and EMBA students.

BUAD 6101. Skills: Conducting Performance Appraisals. 1 cr. hr.

Focuses on the communication skills important for conducting effective and fair performance appraisals. Includes an overview of the performance appraisal process, principles of organizational justice - as it relates to performance appraisals - and the communication skills needed. While a variety of approaches (e.g., 360, BARS, etc) are introduced - primarily through reading - the focus is on process. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE or LEDR program; or cons. of M.B.A. prog. dir.

BUAD 6102. Skills: Balanced Scorecard. 1 cr. hr.

Using the Balanced Scorecard for Bottom Line Results. The Balanced Scorecard has been recognized by Harvard Business Review as one of the most influential business ideas in the last 75 years. In today's competitive business environment executing strategy into action is critical for success. This "hands on" course will focus on three major areas of the Balanced Scorecard: 1) Theory and concepts, 2) Case studies of successful companies and 3) Building your own Balanced Scorecard. State of the art software will be used to build a Balanced Scorecard for the student's organization illustrating operationalizing strategy into actionable results. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6103. Skills: Large Scale Change. 1 cr. hr.

Provides students with skills, tools, and methods for the role of middle managers for creating and managing change. Introduces large-scale change methods with an overview of the major large scale change methods being used today. Considers both content methods and process methods. Although the methods and tools are framed for organization-wide initiatives, application can be made to units, sub-systems and groups within an organization. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS programs; or cons. of the M.B.A. prog. dir.

BUAD 6104. Skills: Business Writing. 1 cr. hr.

A workshop-approach that focuses on how to write clearly and effectively using common forms of business communication. Students gain confidence in their writing abilities as they learn: how to plan a writing assignment; necessity of self-editing; avoidance of common mistakes; and importance of persuasion. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6105. Skills: Coaching for Performance Improvement. 1 cr. hr.

Coaching for performance improvement and establishing objectives that are clear, meaningful and relevant to the employee are key management skills required for the workplace. Provides students with critical skills for coaching employees to unlock potential and maximize performance in the workplace. Emphasis on performance improvement as well as redirecting performance that is not achieving results. Provides coaching skills needed to develop the potential of employees, peers, and others within the organization by forging collaborative relationships, recognizing and adapting to individual and situational differences and creating a positive work environment that generates commitment and enthusiasm. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6106. Skills: Cross-Cultural Meetings - Business Interactions. 1 cr. hr.

As the business community gets even smaller due to globalization, it becomes more imperative for the business professional to deal with complex cultural differences. Explores safe topics for discussion; how to meet and greet people; how to dress; how to entertain; when to schedule meetings and other miscellaneous tips including body language, gestures, currency exchange and grease payments. Also discusses Parliamentary Procedure as one way to possibly bridge the gap when dealing with multiple constituents. A minimum of 25 countries are examined. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6107. Skills: Facilitating Meetings. 1 cr. hr.

Develop and practice skills for facilitating meetings. The first part addresses meeting management including planning an agenda; responsibilities of the facilitator; facilitation skills; analyzing group behavior; techniques for effective discussion; constructive feedback; and working through common problems. In the second part each participant has the opportunity to facilitate a meeting to practice facilitation and discussion skills and deal with common group problems. The third and final part introduces tools and techniques for meeting facilitation. These may include: affinity diagram, variations to traditional brainstorming, fishbone diagram, flowcharts, force field analysis, interrelationship digraph, nominal group technique, multi-voting and prioritization matrices for group decision making. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6108. Skills: GIS Business ArcView Software. 1 cr. hr.

Emphasis on principles and usage of Geographic Information Systems (GIS). Discuss capabilities and applications, review spatial data and become familiar with GIS software via hands-on exercises. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6109. Skills: Business Law. 1 cr. hr.

Provides business managers with the ability to identify the legal issues arising in important aspects of transactions in which they are likely to be involved. Focuses on three main managerial activities: marshaling human resources (employment law); limiting financial risk (business entity and operational liabilities and bankruptcy); and managing customer and supply chain relationships (contracts and leases). Managers gain a working knowledge of key business law principles in these areas and know when to seek professional legal advice. Attendance at all class meetings is required. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR OR NURS program; or cons. of the M.B.A. prog. dir.

BUAD 6110. Skills: Organizational Assessment. 1 cr. hr.

Provides tools and methods for assessing the current state of organizations. Different perspectives and approaches are considered for diagnosing an organization. Several different models are introduced that guide students on where and what to look for. Emphasis is placed on the need to consider the formal and informal systems as well as the alignment of sub-systems. Methods of data collection that are discussed include examination of historical records, observations and interviews. The pros and cons of survey questionnaires as a tool for organizational assessment are considered along with a review of some commercially available surveys. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6111. Skills: Powerful Presentations. 1 cr. hr.

Learn how to develop and deliver high-powered and targeted presentations through a well-planned and organized process and through the use of the tools available in PowerPoint. Provides a basic framework for developing and delivering effective business presentations. As a part of this framework, learn tips for preparing the presentation, overcoming personal obstacles to public speaking, rehearsing and delivering the presentation and interacting with the audience. Workshop time is devoted to learning how to create effective presentations using Microsoft PowerPoint including the use of templates, the presentation master and slide master; development of figures, charts and diagrams; inserting information into presentations; sharing presentations with others for review and delivering presentations online or in person. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6112. Skills: SAS. 1 cr. hr.

Provides a foundation for the use of the statistical software package, SAS, to be used for data analysis, data manipulation, modeling and other advanced statistical techniques. Teaches these techniques through a combination of group instruction, practice using examples and individual instruction. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE. LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6113. Skills: SPSS. 1 cr. hr.

Familiarizes students with the features of SPSS statistical package and how to use SPSS in data analysis. However, it is not intended to teach the various statistical techniques. There is a basic level discussion of topics such as an overview of SPSS, creating SPSS datasets, modifying data values (recode, compute, sort, split data files, concatenate data files, create multiple response sets), statistical procedures, creating and modifying legacy charts as well as interactive charts, reading non-SPSS data files and converting them into SPSS data files. A number of data analysis assignments/problems are given which require application of SPSS. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6114. Skills: Team Building. 1 cr. hr.

Focuses on learning and developing specific team building skills. Materials given to help understand team dynamics, problem solving in teams, group communication and develop high performing teams. Exercises and group activities emphasize the differences between individual and group goals and provide opportunities to practice team-based skills. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6116. Skills: Organizational Consulting - Roles and Responsibilities. 1 cr. hr.

Builds competence in consulting for organizational problem, project and process interventions. Focuses on the skills of both process consulting and the application of functional/technical expertise, whether as an internal or external consultant to an organization. Students are assigned to one of several teams, each of which is assigned to a case emphasizing (but not limited to) one of four problem/opportunity areas. Students' interests are prioritized in advance of the first class in an effort to assign a case team matching their identified priorities. The areas are: 1. People (HR/Org., labor, leadership/succession, training & development, etc.); 2. Finance (capital/liquidity, accounting/reporting, revenue issue, cost reductions, etc.); 3. Market (product, pricing, market share, marketing communications, etc.); 4. Operations/technology (plant & equipment, IS, facilities, etc.) The cases are based on real, published business school cases, adapted by the instructor to suit the instructional process of this class. Attendance at all class meetings is required. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6117. Skills: Conducting an Ethical Audit. 1 cr. hr.

Designed to understand the dimensions of an ethics audit (the content) and develop competence in conducting an ethics audit of an organization (the process). The corporate scandals and the meltdown of the financial markets in the last decade have led to an erosion of trust in business. More than ever before it has become not just important but crucial for managers to be trained in skills that enable one to enhance the ethical nature of their organizations. In understanding the components of an ethics audit as well as in gaining competence in conducting an audit of the ethics of the organization, the students learn the various elements that constitute an ethical organization as well as how to potentially transform an organization into an ethical one. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR or NURS program or cons. of M.B.A. prog. dir.

BUAD 6118. Skills: Data Visualization. 1 cr. hr.

Students work on several data visualization applications involving reading and combining data from different sources, creating filters and hierarchies, working with visual graphics (e.g., bar charts, line charts, sparklines, box plots, heat maps, tree maps, scatterplot matrices, geographical maps, waterfall charts, bubble plots with animation, dashboards), and text visualization tools (word clouds, concept link diagrams). Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR, NURS program; or cons. of M.B.A. prog. dir.

BUAD 6160. Business Analytics Using Spreadsheets. 3 cr. hrs.

Examines quantitative aspects of managerial decision making. Introduces models and methods that are widely used for the analysis of a variety of managerial problems. Topics may include: linear programming, transportation models, networks, project management, queuing and simulation. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6000 and MANA 6001; or cons. of M.B.A. prog. dir.

BUAD 6931. Topics in Business Administration. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE or NURS; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

BUAD 6933. Exchange/University of Wisconsin-Milwaukee. 1-3 cr. hrs.

In conjunction with the exchange program established between Marquette University and the University of Wisconsin-Milwaukee, students may enroll in a pre-approved graduate level course at the school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these exchange courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. This course extends beyond the Marquette term; students receive an IC grade initially. The IC will be changed to an A-F grade at the end if the course. Prereq: Cons. of M.B.A. prog. dir.

BUAD 6953. Seminar in Business. 1-3 cr. hrs.

Topics may vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

BUAD 6986. Internship in Business Administration. 1-3 cr. hrs.

Directed work in business under the supervision of a working professional in a business environment. Requires faculty supervisor. A maximum of 3 credits of internship apply toward degree requirements. Prereq: Admitted to the MBA program; completion of 15 credits MBA program credits; and cons. of M.B.A. program director.

BUAD 6987. Internship Work Period. 0 cr. hrs.

Full-time directed work in accounting under the supervision of a working professional in the area of accounting. Requires faculty supervisor. Must have approved academic component and approved total work hours. Maximum of 3 credits of internship may apply toward degree requirements. (Full-time equivalency for financial aid, zero credits for academics/tuition.) SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD program; completed 15 credits in program; cons. of M.B.A. prog. dir. SNC/UNC grade assessment.

BUAD 6988. Internship Grading Period. 3 cr. hrs.

Grading for preceding internship work assignments is accomplished by review of Employer Evaluation Forms, Work Exit Reports and other materials as required during each term in school following a work period. (3 credits for academics/tuition; not financial aid eligible.) Prereq: BUAD 6987.

BUAD 6995. Independent Study in Business. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

BUAD 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

BUAD 9976. Graduate Assistant Research: Full-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

Entrepreneurship Courses

ENTP 5931. Topics in Entrepreneurship. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

ENTP 6110. New Venture Formation. 3 cr. hrs.

Focuses on starting and developing new ventures. A case-based course, topics include: recognizing opportunity; selecting and dealing with partners; alternatives for financing startups; new venture sales issues; harvesting value for the entrepreneur; relationship with investors; and some legal/organizational topics important to entrepreneurs. Emphasis is placed on business model to analysis as the foundation for the new venture process. Students are exposed to a range of visiting entrepreneurs and investors from the region and across the U.S. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

ENTP 6115. Growth Strategies for Entrepreneurial Companies. 3 cr. hrs.

Designed to give students the tools, skills and judgment to build a company that produces a lasting stream of profits. Execution driven, case-based course that covers: setting long term growth goals and growth rates; selecting key success factors that are the keys to profitable growth, as well as identifying assets that make growth easier, and barriers that make it more difficult; setting and communicating growth priorities throughout the company as well as an overview of harvest strategy choices. Uses an assignment template for case preparation that emphasizes the steps in growth execution for each case. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; ACCO 6000, MANA 6000 and 6001 or MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir.

ENTP 6120. Strategic Consulting. 3 cr. hrs.

Students provide pro bono consulting services to local entrepreneurs, small business owners, and not-for-profit organizations, chosen when possible to be consistent with the Marquette mission. Students work in relatively autonomous teams, albeit supervised by the instructor, for a selected client on a strategic topic of concern to the top management of the client. In doing so, skills and experiential understanding are gained in project management, applied business research, the consulting process and particular real world general management issues. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

ENTP 6180. Entrepreneurial Finance. 3 cr. hrs.

Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics include, but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPES), factoring franchising and joint ventures. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

ENTP 6931. Topics in Entrepreneurship. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

ENTP 6953. Seminar in Entrepreneurship. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

ENTP 6964. Practicum in Entrepreneurial Business. 1-3 cr. hrs.

Directed work in entrepreneurial business under the supervision of a working professional. Requires faculty supervision. Prereq: Admitted to the graduate ENTP-CER program and cons. of M.B.A. prog. dir.

ENTP 6995. Independent Study in Entrepreneurship. 1-3 cr. hrs.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

Finance Courses

FINA 5081. Investment Banking. 3 cr. hrs.

Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, and going private transactions. Also exposes students to different methods used to value those transactions via applied projects, model building, cases, etc. Course may contain online teaching elements to supplement the in-class time.

FINA 5370. Advanced Investment Management, Ethics and Society. 3 cr. hrs.

In the final course in the AIM program, students learn how to manage investments in a manner that is both ethical and socially responsible. Students acquire a thorough understanding of the Chartered Financial Analyst® professional standards of conduct in the application of ethics to the moral dimensions of money management. Students also are exposed to the strategies and performance of investment funds that are socially responsible. In doing so, students consider such issues as discrimination and affirmative action in the workplace, economic justice, and environmental impact, among others, in the evaluation of companies for inclusion in a socially responsible fund. Course may contain online teaching elements to supplement the in-class time. Prereq: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.

FINA 5931. Topics in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

FINA 6081. Investment Banking. 3 cr. hrs.

Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts and going private transactions. Also exposes students to different methods used to value those transactions via applied projects, model building, cases, etc. Course may contain online teaching elements to supplement the in-class time. Prereq: Admitted to graduate ACCO, BUAD or ECON program; FINA 6100 or FINA 6200; or cons. of M.B.A. dir.

FINA 6100. Financial Management. 3 cr. hrs.

Application of financial theory and advanced techniques to the managerial decisions of the business firm. Topical coverage includes the areas of risk, valuation, capital structure, mergers and acquisitions, investment decisions and international finance. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; ACCO 6000, ECON 6000, MANA 6000, MANA 6001 or equiv.; or cons. of the M.B.A. prog. dir.

FINA 6111. Investments. 3 cr. hrs.

The role and functioning of securities markets. Specific topics include the equity, fixed income, options and futures markets. Presents portfolio and capital market theory, the efficient markets hypothesis, institutional organization and security valuation techniques. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6130. Bank Management. 3 cr. hrs.

Management of a commercial bank, including lending, loan pricing, liability management, liquidity and asset/liability management. Issues relating to the current bank regulatory environment, including bank failures and capital adequacy, are discussed. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6140. International Financial Management. 3 cr. hrs.

Examines the unique financial problems in managing a multinational firm. Financial principles are applied to a variety of multinational business issues including: hedging currency and interest rate risk, multinational capital budgeting, direct foreign investment, and managing a global business firm. Integrates financial theory with a case study approach. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6160. Financial Derivatives. 3 cr. hrs.

Study of the mechanics, pricing, arbitrage and risk of derivative securities markets, including options, futures, swaps and collateralized securities and the markets in which they are traded. Applications are developed of the use of these markets as a hedging vehicle for portfolio managers, corporate treasurers, bankers and others. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6163. Real Estate Finance and Investments. 3 cr. hrs.

Provides the student with an in-depth knowledge of real estate finance, real estate investment and the operation of the real estate capital markets. The objective is to understand the many sources and uses of capital in the commercial real estate industry. Begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender ratios and discounted cash flow analysis. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6165. Fixed Income Markets and Securities. 3 cr. hrs.

Focuses on the use of fixed income securities to fulfill investment requirements or accommodate corporate financing strategies. Coverage includes fixed income markets and the securities traded in those markets, techniques used to value fixed income securities, and derivative strategies using fixed income securities. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir.

FINA 6170. Investment Management, Ethics and Society. 3 cr. hrs.

Examines the ethical and socially responsible dilemmas that managers encounter in the investment management industry. Some of the topics include the professional standards for ethical behavior, corporate governance, accounting manipulation and socially responsible investing. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100 or FINA 6200 and FINA 6111; or cons. of M.B.A. prog. dir.

FINA 6200. Advanced Financial Management. 3 cr. hrs.

From the perspective of a manager who must make two decisions: 1) which investment projects to take and 2) how to finance these projects. Learn about advanced topics in corporate finance including capital budgeting, short-term and long-term financing, financial and asset restructuring, mergers and acquisitions and finally, corporate governance. Cases are used extensively. Blended with a mix of on-line and in-class instruction. Prereq: Admitted to graduate ACCO, ECON, BUAD, CCOM, HCTM, HURE and NURS; MBA 6010, MBA 6020; or cons. of M.B.A. prog. dir.

FINA 6931. Topics in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

FINA 6953. Seminar in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

FINA 6995. Independent Study in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100 or FINA 6200; and cons. of M.B.A. prog. dir.

Information Systems Courses

INSY 5054. Emerging Technologies. 3 cr. hrs.

Advances in technological and market forces have changed the way applications are used and have dramatically increased the demand for mobility and bandwidth. Business professionals must understand these emerging technologies to creatively leverage them for business solutions and integrate them with existing systems. Familiarizes students with an array of leading edge technologies; helps them understand their business feasibilities in financial, marketing, operations and other business functions; and examines social, economic and ethical impact of these technologies. Topics include: changes in voice and data communication infrastructures, emerging trends in database environments, storage trends, integration, and information privacy and security among others. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 5056. Information Systems Governance. 3 cr. hrs.

Focuses on the major processes, frameworks and relational mechanisms within the corporate structure that ensure the effective, efficient and protected use of information systems and technologies, investments in IS, assets, systems, processes and human capital resources. Reviews structures around how organizations align IS strategy with business strategy to ensure that companies stay on track to achieve their strategies and goals and implement solid and repeatable methods to deliver, support and measure an IS organization's performance. Generally viewed as a Board of Director's or executive level responsibility, information systems governance is best deployed as part of the IS practice and culture. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 5540. Global Technology Experience. 3 cr. hrs.

Facilitates an immersive experience in the global business of technology development and management. Tied with a travel component to key technology provider countries in Asia or Europe. Students experience how economic, legal, and political factors influence the global technology business and how such business, in turn, impacts social and cultural environments of client and provider nations. Designed around corporate visits, extensive engagement with practitioners and cultural immersion. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, LEDR, MSCS or NURS program; INSY 6000 or INSY 6200 and cons. of instr.

INSY 5931. Topics in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE, MSCS or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6000. Information Systems Foundations. 2 cr. hrs.

Facilitates an exploration of the way organizations use and benefit from information technology and how organizations evaluate and develop information systems initiatives. Examines issues and approaches to information systems design and implementation. Within this context, students obtain hands-on experience with database design and implementation, as well as other technologies. Prereq: Admitted to the graduate BUAD, HCTM, HURE, LEDR or MSCS program; or cons. of M.B.A. prog. dir. Ability to use personal computer and its tools.

INSY 6150. Information Systems Strategy. 3 cr. hrs.

Information Systems (IS) have had a major impact in reshaping industries and organizations. In many firms, IS has shifted from providing and supporting infrastructure to driving corporate strategy. Addresses the value of IS and its impact on organizational growth, strategy and relationships. Topics include: IS and competitive advantage, risks and strategies related to IS acquisition and deployment, management of IS portfolios, IS-driven change management, and emerging technologies and trends. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 6153. Project Management. 3 cr. hrs.

Provides a holistic view of project management. Focuses on impact of effective project management on myriad aspects of the organization and includes the following topics: alignment of projects with organizational strategy; project elements, organization, and structure; estimating project times and costs; developing a project plan; risk management; resource and project scheduling and management; being an effective project manager, managing project teams; managing inter-organizational relationships; progress and performance measurement and evaluation; managing international projects and project teams; vendor management; management of cross-functional project teams. Supplemental activities include: hands-on project management, speakers from Project Management Institute and industry and project management software-e.g. MS Project, SIM software. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 6156. Privacy and Security. 3 cr. hrs.

Covers technical safeguards that can prevent disruption of service, data tampering and theft. Topics include: risk assessment, management policies, authentication, encryption, digital signatures, authorization procedures, government standards, international law and vendor offerings. From a business perspective, the issue of what constitutes authorization for both collection and release of personal data is reviewed. To the extent that corporations have an ethical obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this is also reviewed. Case studies, projects and research reports are used for evaluation. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 6157. Global Information Systems Outsourcing. 3 cr. hrs.

Discussion on the evolution of information systems (IS) and business process outsourcing with a focus on offshore software development. Covers the rationale, different models, country providers, criteria for success, skill sets and impact of offshore outsourcing on an organization's strategy. Methods are readings, speakers, case studies and research papers. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 6158. Systems Analysis and Design. 3 cr. hrs.

Students learn to analyze, model and design business system and process requirements using common tools and methodologies. Students apply concepts from class to a real-life systems development project of their choice. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

INSY 6200. Information Systems Strategy. 3 cr. hrs.

Addresses the value of Information Systems (IS) and its relevance for a firm's strategy, growth, and competitive advantage. Includes strategic role and value-contribution of information systems, organizational approaches to information infrastructure design and deployment; use of information technology and applications to support business decisions; emerging information technology trends and impact; and ethical issues related to systems and technology. Prereq: INSY 6000 or MBA 6030 or cons. of M.B.A. prog. dir.

INSY 6931. Topics in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6953. Seminar in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6995. Independent Study in Information Systems. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and INSY 6000 or INSY 6200; or cons. of M.B.A. prog. dir.

International Business Courses

INBU 5931. Topics in International Business. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INBU 5951. Marquette Led Travel and Study Abroad in International Business. 3 cr. hrs.

Course taught in an international setting by Marquette professors and where students earn Marquette credit. Prereq: Cons. of dept. ch.; cons. of International Business Director.

INBU 6931. Topics in International Business. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INBU 6951. International Study in Business. 0-3 cr. hrs.

Structured travel and study programs in international business. 0 credit will be SNC/UNC grade assessment; 1-3 credits will be graded. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; student in good academic standing; and cons. of M.B.A. prog. dir.

INBU 6953. Seminar in International Business. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INBU 6995. Independent Study in International Business. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE. LEDR or NURS program; and cons. of M.B.A. prog. dir.

Management Courses

MANA 5931. Topics in Organizational Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

MANA 6000. Mathematics Foundations. 2 cr. hrs.

Traditional mathematics of algebra and calculus with an introduction to linear programming. Exponential and logarithmic functions are discussed with an introduction to the mathematics of finance. Revenue and profit maximization and cost minimization applications using calculus and linear programming. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir.

MANA 6001. Statistics Foundations. 2 cr. hrs.

Classical statistics with application in business and economics, including statistical inference, simple and multiple correlation/regression and analysis of variance. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir.

MANA 6100. Organizational Behavior. 3 cr. hrs.

Analysis of the intersection of the administrative process and the organization in attaining goals in various environments. Determinants of group and organizational performance, with consideration given to the intergroup processes, complex organizational processes, and the behavioral consequences of organizational structure. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

MANA 6110. Leadership, Motivation and Organizational Change. 3 cr. hrs.

Designed to: 1) examine and evaluate existing leadership theories, 2) survey topical issues and new developments in the leadership area, and 3) develop students' leadership skills and abilities. Motivation and leadership concepts are used to analyze, diagnose, and make decisions about various organizational situations. Primary focus on case analysis. Lectures and discussions are also used to provide perspective on assigned reading. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

MANA 6115. Change Leadership in Self and Organizations. 3 cr. hrs.

Focuses on ways to motivate and structure change in individuals and organizations. Students are asked to analyze examples from their own work experience. Change issues in a variety of organizational environments are addressed and analyzed in terms of published case studies. Students select and pursue a goal for self-change as a means of applying and integrating the concepts learned throughout the course. Course work may include: reflection papers, online discussions, case analyses, topic papers/projects, multiple choice quizzes, and/or essay exams. Individuals with some full-time work experience are likely to gain the most from the class. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100 or MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir.

MANA 6125. Negotiations. 3 cr. hrs.

Provides a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, are examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations are emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator are presented through both analytical frameworks and experiential opportunities. Cost benefit assessment of negotiations are developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

MANA 6140. International Management. 3 cr. hrs.

Directed toward practicing managers who wish to build cross-cultural competence and develop a deeper understanding of contemporary issues in international management (e.g., management of cross-border mergers, acquisitions and alliances; transfer of best practices across organizational and national boundaries). Grounded in theory, yet focuses on the implications of these issues for managers and their organizations. Class activities are comprised of lectures, case analyses, videos, a cultural simulation exercise, and interactive activities and discussions. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

MANA 6170. Global Environment of Business. 3 cr. hrs.

"Environmental influences" refers to a company interfacing with a variety of groups; that is, stakeholders, some internal to the company, such as stockholders and employees, and some external to the company, such as consumers, competitors, and government agencies. In a broader context, social environmentalism refers to the impact of a corporation's social, legal, regulatory, political, ethical and international environment upon a corporation's objectives. The specific objectives are to provide a general understanding of the major relationships between business firms and their stakeholders, to develop key concepts and principles that can be used by managers as they cope with the firm's various stakeholders, and to provide some practice in using these analytic tools by applying them to selected current problems and issues confronting business. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE or LEDR; or cons. of M.B.A. prog. dir.

MANA 6240. Strategic Management in a Global Economy. 3 cr. hrs.

Study of comprehensive business cases involving problematic situations of top management significance and requiring the application of mature and resourceful diagnostic, problem-formulating and problem-solving competence. Prereq: Admitted to the graduate BUAD, ECON program; or cons. of M.B.A. prog. dir.

MANA 6931. Topics in Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; MANA 6100 or MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MANA 6953. Seminar in Management. 1-3 cr. hrs.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

MANA 6995. Independent Study in Management. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100 or MBA 6140 and MBA 6160; and cons. of M.B.A. prog. dir.

Marketing Courses

MARK 5931. Topics In Marketing. 3 cr. hrs.**MARK 6100. Marketing Management. 3 cr. hrs.**

An integrated approach to marketing from a managerial point of view. Makes use of economic, quantitative, and behavior concepts in analyzing and developing a framework for the decision-making and implementation of the firm's marketing program. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

MARK 6110. Consumer Behavior. 3 cr. hrs.

Examines the buying process of planning, purchasing and using economic goods and services. Interdisciplinary in nature and applies concepts from psychology, sociology, economics and anthropology. Additional topics include services and industrial buying behavior. Case analyses are used. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6120. Integrated Marketing Communications. 3 cr. hrs.

Integrated Marketing Communications (IMC) is a study of the promotional mix (i.e., advertising, personal selling, sales promotion, publicity, sponsorship, marketing, and point-of purchase communication) and other elements of marketing mix (i.e., product/brand, price, distribution) as they speak with one voice in communication between the firm and its customers. Specifically, integrated marketing communications, brand management, environmental marketing, the regulatory process, and ethical issues in advertising are first examined. Includes contributions to integrated marketing communications from the communications and semiotics fields, the behavioral sciences, and attitude and persuasion research are investigated. Branding, labeling, and packaging strategies are explored. Includes analysis of direct marketing (including interactive marketing), trade and consumer sales promotion, public relations and rumor control, and the personal selling process. Specific treatment of the social, legal, ethical and international dimensions of integrated marketing communications is provided throughout the course. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6125. Digital Marketing. 3 cr. hrs.

How do firms provide value and stay competitive in an ever-shifting, lightning-paced environment? We answer this question by examining the social and technological forces changing marketing today. Topics include: social media marketing, content marketing, search engine marketing, online advertising, omni-channel and an in-depth look at a variety of social media venues and apps. Also introduces professional digital marketing analysis, monitoring and management tools. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6130. Customer Relationship Management. 3 cr. hrs.

Analyzes how companies can obtain a sustainable competitive advantage by managing their relationships with their customers more effectively. Teaches the main marketing variables that impact customers' satisfaction judgments. Emphasis on understanding the powerful relationship between customer loyalty and company profits. Discusses and evaluates the most effective methods for responding to dissatisfied customers' complaints. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200 and MBA 6100; or cons. of M.B.A. prog. dir.

MARK 6136. Sales Management. 3 cr. hrs.

Develop skills to be successful leaders as sales managers. Learn and apply skills on designing, organizing and training a sales force, selling to medium and large accounts, expanding business operations, and coaching sales professionals to exceed forecasted goals. Class is highly interactive. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6140. Global Marketing Strategy. 3 cr. hrs.

Develops an understanding of international marketing concepts and shows how these concepts can be applied to different international marketing environments and situations; examines the major environmental factors influencing the development of international marketing strategies; critically evaluates the developments in global economic, technological, political, and ethical/social environments; and examines the different international marketing mix configurations in terms of their strategic orientations and market relevancy. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6160. Marketing Research. 3 cr. hrs.

Addresses how the information used to make managerial decisions is generated by gathering data, analyzing data, interpreting results, and preparing research reports. Appropriate for both users of research results and those who aspire to be marketing researchers. The format consists primarily of lectures, some video presentations and a research project. SPSS, and to some extent, SAS are used for performing data analysis. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program, and MANA 6000, MANA 6001, MARK 6100 or MARK 6200 and MBA 6100; or cons. of M.B.A. prog. dir.

MARK 6165. Marketing Analytics. 3 cr. hrs.

Analytics adds an all-important quantitative edge to marketing, helping companies transform data, information and insights into more effective decisions and higher profits. For students and business professionals preparing to advance in marketing, analytics is one of the top must-have skills that hiring companies are seeking. Differs from traditional marketing research courses by focusing on the marketing strategies underlying quantitative analysis and how that analysis leads to greater profitability. Gives students a toolbox of techniques to explore familiar marketing challenges. Uses a combination of hands-on practice, case studies, guest speakers and lecture to give students the analytical tools and the mindset to migrate from a qualitative to a more quantitative brand of marketing and improve job potential. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6000, MANA 6001, MARK 6100 or MARK 6200 and MBA 6100; or cons. of M.B.A. prog. dir.

MARK 6170. Marketing Ethics, Markets and Social Responsibility. 3 cr. hrs.

Focuses on various social issues affecting the firm but central to managing marketing programs and competitive strategy. Elaborates upon some of the broader, societal and public policy issues introduced in other marketing and business courses. Looks at how the efficient and fair workings of markets influence the "value propositions" for products and services in a global economy; examined through the lens of business ethics. Topics and issues include: the social responsibility of marketers, consumer rights, legal constraints upon competitive strategy, future of marketing practice and other macro concerns that affect market-based systems. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, LEDR or NURS program, and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6175. Marketing and Social Entrepreneurship. 3 cr. hrs.

Social entrepreneurship is a rapidly growing field that is driven by the need to develop sustainable, lasting, and innovative solutions to the social and environmental problems of our time. It is an introduction to the field of social entrepreneurship with special emphasis on the marketing component. Students learn how social entrepreneurs innovate in challenging international contexts with regard to product and service development, pricing strategies, distribution channels and promotional strategies. Touches upon ethical issues in social entrepreneurship marketing. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6185. Brand Management. 3 cr. hrs.

Helps students understand and apply the critical strategies that successfully build and grow global brands. This is accomplished by examining brands from both a managerial and consumer perspective. Specific topics include: establishing and measuring brand equity, marketing new and established brands, brand architecture and extension decisions, global branding issues and brand portfolio management. The focus ranges from small startup brands, consumer brands, government brands and B2B brands. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6200. Marketing for Management Decision Making. 3 cr. hrs.

Provides a comprehensive understanding of the marketing management process from strategy development through marketing communication. Particular emphasis is placed on data driven decision making to achieve sustainable competitive advantages. Balances theoretical exploration with the strategic application of marketing in today's dynamic marketplace by using the case study method and online analytical tools. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and NURS: MBA 6030; or cons. of M.B.A. prog. dir.

MARK 6931. Topics in Marketing. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MARK 6953. Seminar in Marketing. 1 cr. hr.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, LEDR or NURS program and MARK 6100 or MARK 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MARK 6995. Independent Study in Marketing. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100; and cons. of M.B.A. prog. dir.

Master of Business Administration Courses**MBA 6010. Quantitative Analysis. 1.5 cr. hr.**

Solve linear and quadratic equations. Exponential and logarithmic functions are discussed with applications to the mathematics of finance. Revenue and profit maximization and cost minimization applications using derivatives. The basic statistical tools needed to make decisions in business situations, including descriptive statistics, probability and statistical inference. Prereq: Admitted to graduate BUAD; or cons. of M.B.A. prog. dir.

MBA 6020. Business Essentials: Accounting, Economics and Finance. 4.5 cr. hrs.

Study of understanding, analyzing and using relevant information for basic management decision making. Accomplished by looking at business decisions from three different fields: Accounting, Economics and Finance. From each field, the intention is to present the basic tools used to model and inform decisions as well as an overview of what expectations you can have of these business areas. Prereq: Admitted to graduate BUAD; HCTM, NURS; MBA 6010; or cons. of M.B.A. prog. dir.

MBA 6030. Business Essentials: Marketing, IT and Operations and Supply Chain. 4.5 cr. hrs.

Essential topics and skills in the areas of marketing, information technology and operations and supply chain management. Includes a mix of in-class meetings and online activities and participation. Utilizing case studies, projects and team-based activities, students learn relevant concepts and skills that are integrated across the three areas. After successful completion, students have a sufficient base in these business disciplines as well as a necessary foundation for future courses in marketing, information technology and operations and supply chain management. Prereq: Admitted to graduate BUAD, HCTM and NURS; MBA 6010; or cons. of M.B.A. prog. dir.

MBA 6100. Business Analytics. 3 cr. hrs.

Provides a structured and effective way of tackling a wide range of managerial problems using analytics. Introduces students to basic concepts in business analytics and several quantitative techniques that are important for the practical analysis of a broad range of business problems and widely accepted by the practitioners. These techniques provide a framework to support managerial decision making. Lectures cover the topics in sufficient details to make one feel comfortable in their use. Also stresses the importance of critical thinking skills to make sound managerial decisions, to apply ethical reasoning to business situations and to communicate effectively in business settings. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; MBA 6010; or cons. of M.B.A. prog. dir.

MBA 6110. Strategic Management Introduction. 3 cr. hrs.

Presents frameworks and tools for formulating successful strategies. Focuses on identifying and analyzing the internal and external sources of competitive advantage available to the firm and on developing strategies to access these sources of profitability. Strategy is viewed as a link between the firm and its environment. Implies that there are two primary areas of analysis: the external industry environment of the firm and the internal environment of the firm (the resources and capabilities it possesses). Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; MBA 6010, MBA 6020 and MBA 6030; or cons. of M.B.A. prog. dir.

MBA 6120. Concepts for Ethical Business Practice. 1.5 cr. hr.

Explores the application of theories of ethics to the moral dimensions of business endeavors and their effects on individuals, organizations, society and the environment. Topics may include: issues of responsibility, discrimination and affirmative action in the workplace, whistle blowing, economic justice, environmental impact and the effects of the global economy. Seeks to integrate basic theory of business ethics via applied projects or cases. The applied projects and cases also require integration and application of concepts in functional areas of business: accounting, economics, finance, information technology, marketing and operations and supply chain.

MBA 6130. Corporate Social Responsibility. 1.5 cr. hr.

An overreaching goal is to understand how business, government and society interact in addressing social issues within the U.S. and globally. Students are expected to think deeply about a wide range of social issues confronting businesses today and learn how to anticipate new issues as they emerge, consider when and how corporations address social issues effectively, define and understand the role of social entrepreneurship in addressing social challenges, think about the role that consumers play in demanding corporations to be more socially responsive, assess the roles of multinational corporations in the global economy and their ability to address social challenges. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS; cons. of M.B.A. prog. dir.

MBA 6140. Leading People and Change. 1.5 cr. hr.

Introduces concepts for understanding and managing human behavior in organizations. Topics include: individual differences, motivation, group/teamwork, national and organizational culture, as well as organizational change. Emphasis is on applying these concepts to real-world organizational challenges through leadership and human resource management skills. Students leave with a set of tools for enhancing key performance indicators and success in their own organizations. Prereq: Admitted graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6150. Leading Innovation and Creativity. 1.5 cr. hr.

Introduces practices and experiences necessary for delivering on two aspects of innovation and leadership: 1) delivers on frameworks, such as design thinking and tools, that are useful for stimulating innovation and creative problem solving through critical analysis of the problem domain, imagination, and inventive thought and action. Provides the means to become more aware of how creativity and innovation affects their own organizational work and role. Addresses the innovation processes that transform ideas into practical and sustaining goods and services. 2) develops practical experiences on innovation leadership that are necessary to create an organizational environment that develops a culture of innovation across all functional areas. Among other skills, students learn how to inspire innovative thinking among peers/employees, how to manage innovation-driven organizational change, and how to perpetuate processes that lead to continuous improvement and innovation across all departments. Looks at the differences between creativity, innovation and invention and how to move from one to the next. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6160. Leadership Coaching and Development. 1.5 cr. hr.

Helps identify and understand one's leadership style and the styles of others throughout their career. Assess personal leadership characteristics such as personality traits, values, competencies, and communication and conflict handling styles in order to identify current strengths and opportunities for future growth. The objective is to advance leadership capacity through heightened self-awareness achieved by examination, reflection and feedback. Exposure to both values-based leadership theories and applied ethical frameworks provide a foundation for developing a personal leadership development plan. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6200. Enterprise Risk Management. 1.5 cr. hr.

A risk assessment methodology and process that provides a more strategic evaluation and response to risk. Increasingly, executive leadership and boards of directors are coming to the conclusion that risk management can be a contributing element in strategic planning and strategic management only if done comprehensively on an enterprise-wide focus. The focus cannot be solely on avoiding and mitigating the effects of negative risk; instead, the organization must seek to optimize its decision-making process for risk-taking in order to achieve its strategic goals. Prereq: Admitted to graduate BUAD; MBA 6110 and 12 credits completed within GSM; or cons. of M.B.A. prog. dir.

MBA 6997. Strategic Management Capstone. 1.5 cr. hr.

Project-based class that presents an opportunity to understand and comment on firm's strategic management including interviewing president or CEO, appraisal on strategy and perspectives on what has been learned. Prereq: Admitted to graduate BUAD; 18 credits taken from Business Analytics, Ethics and Organizations, Strategy, Leadership of which a maximum of 6 credits elective components applies toward the 18 credits minimum.

Operations Supply Chain Mgmt Courses

OSCM 5931. Topics in Operations and Supply Chain Management. 1-3 cr. hrs.

Topics may vary. Specific topics will be designated in the Schedule of Classes. Prereq: Admitted to BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

OSCM 6100. Operations and Supply Chain Management. 3 cr. hrs.

Survey course in operations and supply chain management, focuses on the design, planning, coordination and improvement of operations and supply chains. Topics include: operations and supply chain strategies, coordination and collaboration in supply chains, product/process design and selection, service management, strategic capacity planning, materials management, quality management, six sigma, production planning, scheduling, and technology in the impact of technology on supply chain practices. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.

OSCM 6110. Manufacturing Management. 3 cr. hrs.

Provides an overall understanding of the essential concepts, methods, and practices utilized in manufacturing management. Includes such topics as: manufacturing strategy, basic factory dynamics, inventory management, sales and operations planning, production scheduling, MRP, capacity planning, and lean manufacturing. Taught from a managerial perspective and includes a discussion of some of the leading edge techniques in this area. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6115. Service Operations Management. 3 cr. hrs.

Examines key concepts and techniques associated with designing, managing, and delivering services in various types of organizations. The main issues include service challenge, design, productivity, quality, demand and capacity management, workforce planning and scheduling, queue management, strategy and integration. Leans heavily on the discussions of cases as well as hands-on experience assignments in various service industries. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6120. Quality and Process Management. 3 cr. hrs.

Presents the quality system as a strategic management concept. As such, first, issues related to customer focus, value, and satisfaction; organizational change, learning, adaptability, effectiveness, and improvement; and policy planning and deployment, are addressed. Next, concepts and methods dealing with product and process design, quality function deployment, bench marking, and process improvement and reengineering are discussed. Finally, techniques for quality measurement and improvement such as statistical process control, reliability, process capability, and acceptance sampling are covered. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6125. Purchasing and Supply Management. 3 cr. hrs.

Focuses on understanding the operational, tactical and strategic role of purchasing and supply management function in an organizational and supply chain management context. Students are taken systematically through an entire process of design and execution of sourcing strategies, supplier evaluation and selection process and design and execution of buyer-supplier relationship strategies. Throughout this process students learn the basics of negotiations and contracting, supply risk management and costing techniques that will help them with their careers in purchasing and supply chains. Builds on exemplar cases from various industries, is interactive and designed around in-class debates. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM or HURE program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6140. Globalization and Global Operations. 3 cr. hrs.

Focuses on both the operational/technical aspects of managing globally dispersed supply chains and on the broader issues surrounding offshore operations (sometimes called outsourcing). These issues include the pros and cons of offshore locations for manufacturing and service operations. Emerging markets such as China, India, East Asia, Eastern Europe and others are examined. The topics included would be valuable to graduate students whose interests and careers are oriented towards global operations. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6151. Enterprise Systems in Supply Chain Management. 3 cr. hrs.

Focuses on how an IT system like ERP supports and integrates core business processes within an organization and across its supply chains. The format is a combination of lectures and in-class exercises using SAP's ERP system. Includes hands-on working experience (through simulation) in manufacturing and distribution using SAP in the following areas: Sales Order Process, Purchasing, MRP, Production Ordering, Accounting and Forecasting. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or LEDR program and OSCM 6100 or OSCM 6200 and INSY 6000 or INSY 6200; or cons. of the M.B.A. prog. dir.

OSCM 6200. Operations and Supply Chain Management. 3 cr. hrs.

An advanced core course in operations and supply chain management, focusing on the design, planning, coordination and improvement of operations and supply chains. Topics are examined from an integrative and managerial perspective. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, or LEDR program and MBA 6010; or cons. of M.B.A. prog. dir.

OSCM 6931. Topics in Operations and Supply Chain Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and OSCM 6100 or OSCM 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

OSCM 6953. Seminar in Operations and Supply Chain Management. 1-3 cr. hrs.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

OSCM 6995. Independent Study in Operations and Supply Chain Management. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, and NURS program and OSCM 6100 or OSCM 6200; and cons. of M.B.A. prog. dir.

Real Estate Courses

REAL 5061. Real Estate Modeling. 3 cr. hrs.

Real estate valuation and financial analysis is fundamental to the real estate industry and to other disciplines dealing with real estate including banking, accounting and law. Provides an understanding of the skills and tools used to value real estate with particular emphasis on commercial income property and discounted cash flow modeling. This skill is developed through classroom sessions, and reinforced by practical case studies completed individually. The intent is to expose the student to valuation both as its own end and as a tool in the commercial real estate decision making process.

REAL 5931. Topics in Real Estate. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6931. Topics in Real Estate. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6953. Seminar in Real Estate. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100 or FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6995. Independent Study in Real Estate. 1-3 cr. hrs.

Elective course. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, and NURS program and FINA 6100 or FINA 6200; and cons. of M.B.A. prog. dir.

Corporate Communication

Chairpersons: Dr. Sarah Feldner, Ph.D. and Dr. Jeanne Simmons, Ph.D.

Degree Offered

Master of Arts, Plan B Non-Thesis option only.

Program Description

The master of arts in Corporate Communication combines the skills of communication and business to ensure that the Chief Communication Officer (CCO) is properly prepared to make global, strategic decisions for their company. This interdisciplinary master of arts in Corporate Communication degree is offered jointly by the Graduate School of Management and the Diederich College of Communication. The program allows for the expertise of multiple disciplines to prepare students for an increasingly complex communication landscape. The program focuses on communication as an executive level function and coursework includes topics such as: organizational communication, accounting and finance, international business and communication, corporate advocacy, and organizational leadership. The program reflects Marquette's commitment to developing students' abilities as ethical leaders with an understanding of corporate social responsibility in a global environment. As such, the degree prepares graduates to be ethical and informed communication leaders.

At the completion of this program students will be able to:

- Establish the business case for communication functions within the corporation and lead and coordinate the comprehensive communication functions of a corporation.
- Articulate the importance of having a clear corporate vision, mission and identity of a corporation and develop and execute plans for communicating these both internally and externally.
- Assess internal and external corporate communication needs and develop strategic communication plans.
- Articulate the roles corporations play within the larger social, cultural, political and economic context of our contemporary global society.

Prerequisites for Admission

Applicants for this program must have graduated with, or be about to graduate with, a bachelor's degree from an accredited institution and must have an undergraduate grade point average equivalent to at least a 3.000 on a 4.000 scale. Students are required to complete the GRE or the GMAT exam for admission. Two letters of recommendation are optional and students are asked to provide a resume.

Application Requirements

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now.

A completed application form and fee.

1. Essay questions on the application form including a brief statement of academic and professional goals.
2. Official transcripts from all current and previous colleges/universities except Marquette.
3. Official test scores from the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE).
4. Resume or job profile.
5. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
6. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT/GRE scores. Temporary non-degree admission is not available to international students.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one term only. Temporary non-degree status students are not eligible to continue taking graduate classes beyond one term without degree admission.

All application materials should be sent to:

Graduate School of Management
David A. Straz, Jr., Hall Executive Center, Suite 275
Marquette University
P.O. Box 1881
Milwaukee, WI 53201-1881

Corporate Communication

The M.A. in Corporate Communication requires a minimum of 30 credit hours of course work, split between the College of Communication and the Graduate School of Management. Students complete five classes in each college as listed below.

College of Communication Required Courses

CCOM 5700	Corporate Advocacy	3
CCOM 5750	Corporate Social Responsibility	3
CCOM 6300	Financial Communication and Investor Relations	3
CMST 5600	Communication Consulting	3
CMST 6200	Organizational Communication	3

Graduate School of Management Required Courses

BUAD 6000	Accounting and Finance for the Non-Financial Manager	3
BUAD 6005	Economic Foundations for Marketing Decisions	3

and

Two of the following three classes for a total of 3 credits: 3

MBA 6140	Leading People and Change	
MBA 6150	Leading Innovation and Creativity	
MBA 6160	Leadership Coaching and Development	

Leadership Course: Choose one of the following. 3

LEDR 6000	History and Theory of Leadership and Ethics	
LEDR 6005	Self-Leadership	
LEDR 6010	Conflict Resolution, Negotiation and Team Leadership	
LEDR 6015	Influence of Leadership on Behavior in Organizations	
LEDR 6020	Leaders as Worldly Citizens	
LEDR 6025	Research Methods in Social Sciences	
LEDR 6030	Qualitative Research In Leadership Studies	
LEDR 6035	Applied Quantitative Methods in Leadership Studies	
LEDR 6040	Introduction to Business Processes	
LEDR 6045	Communication Styles and Strategies for Leaders	
LEDR 6051	Contemporary Leadership: Theory, Research and Application	
LEDR 6931	Topics in Leadership Studies	

International Business: Choose one of the following. 3

ACCO 5040	International Accounting	
ACCO 5045	International Taxation	
ACCO 6040	International Accounting	
ACCO 6045	International Taxation	
ECON 6544	International Currency Markets	
ECON 6546	International Trade	
HURE 5140	International Human Resources Management	
INSY 6157	Global Information Systems Outsourcing	
MANA 6140	International Management	
MARK 6140	Global Marketing Strategy	
OSCM 6140	Globalization and Global Operations	

Total Credit Hours 30

A capstone assessment exercise is required and is completed during the last term of study. The exam has two components: 1. written response to a case study as assigned by CCOM faculty; 2. complete an interview with a panel of CCOM faculty to explain the written response. The case is designed to target the following learning outcomes:

- Establish the business case for communication functions within the corporation and lead and coordinate the comprehensive communication functions of a corporation.
- Articulate the importance of having a clear corporate vision, mission and identity of a corporation and develop and execute plans for communicating these both internally and externally.
- Assess internal and external corporate communication needs and develop strategic communication plans.

- Articulate the roles corporations play within the larger social, cultural, political and economic context of our contemporary global society.

Bachelor's-Master's Program

This five-year program allows students to earn both their master of arts in corporate communication and an undergraduate degree from Marquette University. Undergraduate students begin their graduate work in their senior year by taking up to three graduate level courses or 9 credit hours.

These graduate courses toward both the undergraduate and graduate degrees. Should a student be denied admission to the M.A. program, the courses are counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as an undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above and indicate on their application that they are applying for the five-year program. For information, contact the Graduate School of Management at 414-288-7145 or GSM@marquette.edu.

Courses

CCOM 5700. Corporate Advocacy. 3 cr. hrs.

Apply concepts from corporate communication and rhetorical criticism to analyze how organizations use symbols to develop organizational culture, manage organizational impressions, manage crises, and advocate for particular positions. Builds ability to critically think about and analyze the persuasive messages of organizations. Prereq: CMST 6200 or cons. of graduate director.

CCOM 5750. Corporate Social Responsibility. 3 cr. hrs.

Analyzes the range of public debates about the social responsibilities of corporations. Key questions explored include the following: What sorts of public communication practices are commonly taken to hinder or promote corporate social responsibility? What are the ethical implications for the civic life of corporations' internal communication practices? How do corporations manage their ethical relations with communities, nongovernmental organizations and other stakeholders? What sorts of groups have historically participated in public controversies over corporate social responsibility? Prereq: CMST 6200 or cons. of prog. dir.

CCOM 6300. Financial Communication and Investor Relations. 3 cr. hrs.

Examines the intersection of corporate communication theory, financial markets and investor relations. Prepares students to analyze flow of investment in corporate strategy from a communication perspective. Discussions focus on understanding financial markets, investors, creditors and other stakeholders. Focuses on assessing communication needs relative to finance and investors and developing effective communication strategies. Topics include: communication of shareholder value, the role of the IR professional, corporate governance, shareholder activism and regulation of financial communication and investor relations.

Economics

Program Director: Dr. Farrokh Nourzad, Ph.D.

MS in Applied Economics website (<http://business.marquette.edu/academics/msae>)

Degree Offered

Master of Science in Applied Economics, Plan B Professional Project option only.

Program Description

The master of science program in applied economics is designed for individuals seeking careers as economics, financial or marketing analysts in business, industry, government or the financial sector. The program provides students with the solid grounding in economic theory and the working knowledge of advanced quantitative methods needed to succeed as business economists, financial analysts, economic and marketing researchers, government staff economists or economic consultants. The program concentrates on developing and applying practical skills which can be used to solve real problems confronting business and government. The curriculum is designed to produce practitioners who can develop and interpret economic models. Courses emphasize the application of economic theory and the use of quantitative techniques rather than the derivation of their theoretical underpinnings. Communication skills are stressed through frequent written and oral presentations of results from applied research projects.

Prerequisites for Admission

Applicants are expected to have a four-year baccalaureate degree with at least one course in each of the following areas: intermediate microeconomic theory, intermediate macroeconomic theory, statistical methods and calculus. Familiarity with personal computers is also required.

Specializations

Business Economics, Economic Policy Analysis, Financial Economics, International Economics, Marketing Research, Real Estate Economics

A general plan, requiring no specialization, is also available.

Application Requirements

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now.

1. A completed application form and fee.
2. Official transcripts from all current and previous colleges/universities except Marquette.
3. Three letters of recommendation from former professors.
4. GRE scores or GMAT scores.
5. (For international applicants only) a TOEFL score or other acceptable proof of English proficiency.

All application materials should be sent to: Graduate School of Management; David A. Straz, Jr., Hall Executive Center, Suite 275; Marquette University; P.O. Box 1881; Milwaukee, WI 53201-1881.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above except the GMAT or GRE scores. Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one term only. Temporary non-degree status students are not eligible to continue taking classes beyond one term without degree admission. Temporary non-degree status is not available to international students. International applicants must apply for regular degree admission status. Typically, non-degree admission is not recommended in the economics program.

Economics

The program requires a minimum of 30 credit hours of course work (at least 15 of which must be in 6000-level graduate courses), a non-credit master's professional project and an oral comprehensive examination.

For students completing a specialization, course work includes: 12 credit hours of required core courses in economic theory and quantitative analysis, 12 credit hours of course work relating to a chosen area of specialization and six credit hours of electives. Specializations include: business economics, economic policy analysis, financial economics, international economics, marketing research and real estate economics. A no specialization option is also available. Students with no specialization must complete the 12 credit hours of required core courses, 12 credit hours of economics electives and six additional credit hours in economics, business, math, statistics or the social sciences. With the approval of the program director and appropriate extra work of graduate caliber, a student may apply toward the degree up to six credit hours of selected 5000-level upper division courses. Also, with the approval of the program director, a student may substitute, for the usual elective requirements, up to six credit hours of course work in fields outside of economics and business administration.

The master's professional project consists of a careful application of the student's newly acquired analytical skills to a particular issue or problem. The professional project is completed during the final term of the program and is often an extension of a previously completed course project. The outline for the MSAE Professional Project form is posted to the Graduate School of Management's website. Refer to the bulletin for the professional project outline and the professional project submission deadlines.

An oral comprehensive examination is administered in the student's last term of the program. This examination covers subject matter prescribed by the Department of Economics.

Program Details

Each student must choose one of the areas of specialization: business economics, economic policy analysis, financial economics, international economics, marketing research, real estate economics or the no specialization option. All specializations and the no specialization option require a common set of core courses: two courses in quantitative analysis ECON 6560 Applied Econometrics and ECON 6561 Applied Time-Series Econometrics and Forecasting and two courses in microeconomic and macroeconomic theory ECON 6503 Microeconomic Theory and Applications and ECON 6504 Macroeconomic Theory and Applications. ECON 6560 Applied Econometrics is strongly recommended to be taken in the first term of course work.

Business Economics

The Business Economics specialization is suitable for individuals seeking careers in the private sector in industries such as utilities, services and manufacturing. It combines economics courses with such business courses as managerial accounting, marketing management and operations management to name a few.

Additional course work in Economics		6-9
ACCO 6100	Managerial Accounting	3
6-9 credit hours selected from the following:		6-9
BUAD 6160	Business Analytics Using Spreadsheets	
BULA 6110	Legal Issues in Business and Technology	
FINA 6100	Financial Management	
MANA 6100	Organizational Behavior (Or two of: MBA 6140, MBA 6150 or MBA 6160)	
MARK 6100	Marketing Management	
MARK 6160	Marketing Research	
MARK 6165	Marketing Analytics	
OSCM 6100	Operations and Supply Chain Management	
OSCM 6110	Manufacturing Management	
OSCM 6115	Service Operations Management	
Three 1-credit MBA Skills courses (BUAD 6101-6125)*		
Total Credit Hours		18

* Preferred, BUAD 6108 GIS, BUAD 6112 SAS and BUAD 6113 SPSS or equivalent.

ECONOMIC POLICY ANALYSIS

The Economic Policy Analysis specialization is designed for students who are interested in careers in the public sector requiring policy analysis. The goal is to provide students training in technical and research skills needed by non-academic professional economists for applying basic economic theory to specific policy problems. Electives in political science are offered in addition to economics.

9 credit hours selected from:		9
ECON 5016	Environmental and Natural Resource Economics	
ECON 6506	Industrial Organization and Public Policy	
ECON 6510	Economics of the Public Sector	
ECON 6512	Studies in Urban and Regional Economics	
ECON 6520	Studies in Labor Market Analysis	
ECON 6522	Studies in Health Economics	
9 credit hours of graduate electives selected from:		9
ECON 5040	International Economic Issues	
HURE 6170	Ethical Issues, Regulatory Environment and Human Resource Management	
POSC 5406	Public Policy in Industrial Democracies	

POSC 6954	Research Seminar in American Politics (Topic: Urban Public Policy)	
Total Credit Hours		18

Financial Economics

The Financial Economics specialization is appropriate for those interested in a career in the financial services sector including commercial and investment banks, insurance companies and wealth management. It blends such economics courses as monetary theory and policy with courses in financial policy and advanced seminar in finance. Financial economics requires the core course work plus:

ACCO 6100	Managerial Accounting	3
ECON 6580	Monetary Theory and Policy	3
FINA 6100	Financial Management	3
FINA 6111 - 6953		3
Graduate electives in Economics		6
Total Credit Hours		18

International Economics

The International Economics specialization is appropriate for those interested in a career in industries or in government that deal in the ever-expanding global economy. This is accomplished by completing courses in international trade and international currency markets, as well as those with an emphasis on global business practices. International economics requires the core course work plus:

ECON 6544	International Currency Markets	3
ECON 6546	International Trade	3
ECON 6580	Monetary Theory and Policy	3
Six credit hours selected from:		6
ECON 5045	Comparative Economic Systems	
ECON 5951	Marquette Led Travel and Study Abroad in Economics	
INBU 6951	International Study in Business:	
INSY 6157	Global Information Systems Outsourcing	
MANA 6140	International Management	
MARK 6140	Global Marketing Strategy	
OSCM 6140	Globalization and Global Operations	
POSC 6621	International Political Economy	
Graduate elective in Economics		
Total Credit Hours		15

Marketing Research

The Marketing Research specialization is designed for students interested in a career in marketing research and market analysis, working either for marketing research consulting companies or in marketing research departments of companies in the service, manufacturing or financial sector. It combines the applied econometric and forecasting courses taught in the economics core with courses in marketing management, marketing research and other traditional marketing areas. Marketing Research requires the core course work plus:

MARK 6100	Marketing Management	3
MARK 6160	Marketing Research	3
Six credit hours from MARK 6110-6953		6
Three 1-credit GSM skills classes (BUAD 6101-6125)*		
Graduate electives in Economics		6
Total Credit Hours		18

* Preferred, BUAD 6108 Skills: GIS Business ArcView Software, BUAD 6112 Skills: SAS and BUAD 6113 Skills: SPSS or equivalent

Real Estate Economics

The Real Estate Economics specialization is intended for students interested in careers regarding the development, site selection, financing and construction of real estate properties as well as urban/regional development. For that purpose, the specialization includes courses in urban and regional economics, the financial and development aspects of real estate as well as courses in data management and GIS tools often used by practitioners in the field. Real estate economics requires the core course work plus:

ECON 6512	Studies in Urban and Regional Economics	3
FINA 6100	Financial Management	3
FINA 6163	Real Estate Finance and Investments	3
Three 1-credit MBA skills classes (BUAD 6101-6125)*		3
Graduate elective in Economics**		6
(REAL 6931 may substitute for 3 graduate elective credits in Economics)		
Total Credit Hours		18

* Preferred, BUAD 6108 Skills: GIS Business ArcView Software, BUAD 6112 Skills: SAS and BUAD 6113 Skills: SPSS or equivalent

** Preferred, ECON 6510 Economics of the Public Sector.

The **No Specialization Economics** option provides a more flexible option for students who wish to focus almost exclusively on economics courses. The no specialization option requires the core course work plus: 12 credits in economics and 6 elective hours in economics, business administration, mathematics, statistics or social sciences.

Note: Graduate School of Management courses may require appropriate prerequisites.

Research Involving Humans or Animals

A student whose research either on or with humans or animals must receive written approval before undertaking such research. The approval forms for human or animal research may be obtained through the Office of Research Compliance. This approval form and any additional paperwork must be submitted to the Graduate School of Management. Additional information may be found at marquette.edu/researchcompliance.

Bachelor's–Master's Accelerated Degree Program

This five-year program allows students to earn both their master of science in applied economics (M.S.A.E.) and an undergraduate degree from the College of Arts and Sciences or the College of Business. Undergraduate students begin their graduate work in their senior year by taking three graduate level courses - 9 credit hours.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.A.E. program, the courses are counted toward the undergraduate degree. A minimum grade of B is required for courses taken as a undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above and indicate on the application that they are applying for the five-year program. For detailed information, contact the Economics Department by telephone (414) 288-7377 or fax (414) 288-5757.

Courses

ECON 5008. Economics and Law. 3 cr. hrs.

Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 5016. Environmental and Natural Resource Economics. 3 cr. hrs.

Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include: air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 5040. International Economic Issues. 3 cr. hrs.

Survey of international economics. Basis for and welfare effects of international trade, commercial policies, and economic growth. International organizations, trading regions, and trade accords. Balance of payments concepts and exchange rate theories. History and theory of international monetary systems including fixed versus flexible exchange rates. Prereq: Admitted to the graduate ECON program; or consent of the M.S.A.E. prog. dir.

ECON 5045. Comparative Economic Systems. 3 cr. hrs.

An analysis and description of institutional differences among national economies. A theoretical framework for analyzing the effects of alternative systems on social and economic behavior is developed. Theoretical models are applied to specific cases, with special emphasis on issues of growth and development in advanced variants of capitalist, post-communist and less developed economies. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 5070. Economics and Ethics. 3 cr. hrs.

Interaction of economic principles and understanding with ethical principles and understanding in contemporary society. Analysis of affluence's impacts on character development, the practice of moderation and justice, and the meaning of spiritual poverty. Applications of this ethic to critical features of modern industrial society. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 5931. Topics in Economics. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

ECON 5951. Marquette Led Travel and Study Abroad in Economics. 3 cr. hrs.

Provides an overview of a range of international economics and business issues, with a focus on Central Europe and the Czech Republic. The following topics are covered: the transition of Central European economies from socialist to market oriented systems; business strategy and marketing issues for companies operating in Central Europe, with special emphasis on the Czech Republic; comparisons of human resource and labor relations practices in Europe, the United States and other industrialized countries. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and Cons. of prog. dir.

ECON 5953. Seminar in Economics. 3 cr. hrs.

Topics vary. Specific titles to be announced in the Schedule of Classes. Prereq: Admitted to the graduate ECON program; or consent of MSAE program director.

ECON 6000. Economics Foundations. 2 cr. hrs.

Principles, analytic concepts, and techniques of the economic way of thinking, applied to consumer choice, resource use, and the firm's pricing, hiring, and production decisions. The operation of markets and the economic role of government. Determinants of aggregate production, employment, and the price level. Prereq: Admitted to the graduate BUAD, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

ECON 6100. Managerial Economics. 3 cr. hrs.

Incorporates the tools and logic of microeconomics together with quantitative and statistical methods. The principal focus is on understanding and predicting economic behavior of consumers, firms, and industries through product-line and industry modeling and model estimation. The use of current statistical software and computer technology is promoted throughout the course. May include a segment in applied microeconomics that addresses economic policy issues. Prereq: Admitted to the graduate ACCO, BUAD, ENMA, HCTM, HURE or NURS program; ECON 6000, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.

ECON 6200. Economics for Management Decision Making. 3 cr. hrs.

Incorporates the tools and logic of microeconomics together with quantitative and statistical methods to assist managers in sound, ethical decision making. The principal focus is on understanding and predicting economic behavior of consumers, pricing strategies of firms, and the impact of industry competition through product-line and industry modeling and model estimation. May also consider the impact of various industries. The use of current statistical software and computer technology is required. Prereq: Admitted to graduate ACCO, CCOM, BUAD, HCTM, HURE, LEDR, or NURS prog.; MBA 6010, MBA 6020; or cons. of M.B.A. prog. dir.

ECON 6503. Microeconomic Theory and Applications. 3 cr. hrs.

Surveys mathematical techniques applied to economics, including differential calculus and linear algebra. Develops neoclassical theory of firm and consumer behavior using mathematical techniques. Emphasizes the methodology of constructing and using microeconomic models. Explains economic behavior at the individual, firm, market, and general equilibrium levels. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6504. Macroeconomic Theory and Applications. 3 cr. hrs.

Covers both long-run growth and short-run fluctuations. Begins with an analysis of the economy's long-run growth path using neoclassical and endogenous growth models, then surveys theories of the business cycle orthodoxy by orthodoxy in historical order. Static and dynamic models of the economy are developed and used for policy analysis. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6506. Industrial Organization and Public Policy. 3 cr. hrs.

Empirical studies in patterns of market structure, business behavior and performance. Industrial concentration, entry barriers, pricing and promotional behavior, efficiency and profitability. Applications in the field of antitrust and regulation. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6510. Economics of the Public Sector. 3 cr. hrs.

Economic analysis of the public sector, including the topics of taxation and expenditure policy, federalism/centralism, economics of law, Pareto criteria, and constitutional economics. Culminates in the presentation of a research paper on a suitable topic in public economics. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6512. Studies in Urban and Regional Economics. 3 cr. hrs.

Uses economic tools to examine decisions of firms and households in a spatial setting. Covers regional economic issues, such as why cities exist and where they tend to develop, inter-urban household migration and firm location decisions, and models of urban growth. The urban economic topics explored include the inter-urban location decisions of economic agents in the context of amenities, public goods and zoning restrictions. Finally, the tools developed in the class are used to investigate urban problems such as poverty, housing, and transportation issues. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6520. Studies in Labor Market Analysis. 3 cr. hrs.

Determinants of the demand and supply of the services of human beings. Compensatory wage differentials, human capital investment, migration and immigration, and labor market discrimination. The role of unions, government in the labor market and current issues. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6522. Studies in Health Economics. 3 cr. hrs.

Focuses on the use of economic models and regression methods in the analysis of healthcare. Covers a variety of topics including the cost-benefit analysis and managed care, demand for health, production of health services, income disparities in health outcomes and distribution of health, insurance and risk-sharing, and the role of government. Students gain the ability to apply economic reasoning and statistical methods to many healthcare issues. Prereq: Admitted to the graduate ECON program or cons. of M.S.A.E. prog. dir.

ECON 6544. International Currency Markets. 3 cr. hrs.

An examination of various foreign currency markets, including spot, forward and derivative instruments, understanding the economic, historical, institutional, and empirical aspects of these markets. Analysis of the relationship between currency markets, money markets and bond markets. Development and study of the fundamental models of balance of payments and exchange rate determination. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6546. International Trade. 3 cr. hrs.

Examines traditional and contemporary issues of international trade using the basic tools of microeconomics. Addresses the basis for trade, the effects of trade, and impediments to trade in particular. Specific topics include various trade theories, arguments for and against protection, the instruments and effects of trade policies, economic integration, and foreign direct investment. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6560. Applied Econometrics. 3 cr. hrs.

Specification, estimation, and statistical verification of multiple linear regression models, and hypothesis testing. Causes, consequences, detection of such problems as heteroscedasticity, autocorrelation, specification and measurement errors. Other topics include estimation of models with panel data and limited dependent variables. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6561. Applied Time-Series Econometrics and Forecasting. 3 cr. hrs.

Continuation of ECON 6560 focusing on more advanced econometric and forecasting techniques using primarily time-series models such as ARIMA and transfer functions, VAR, VEC, and GARCH, as well as the method of combining forecasts. Emphasis on the practical knowledge of above techniques, and on reporting and presenting econometric results. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6580. Monetary Theory and Policy. 3 cr. hrs.

Factors affecting money supply, money demand, and money's influences on the macroeconomy. Federal Reserve policy and its implication for money supply. International monetary economics and coordination of monetary policy among different countries. Monetary policy under different exchange rate regimes. Examination of contemporary theoretical and econometric monetary issues and policy prescriptions. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6931. Topics in Economics. 1-3 cr. hrs.

Topics will vary. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir. Prerequisites may vary from course to course.

ECON 6953. Seminar in Economics. 1-3 cr. hrs.

Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir. Prerequisites may vary from course to course.

ECON 6986. Internship in Applied Economics. 1-3 cr. hrs.

Directed work in applied economic analysis under the supervision of a working professional in a business, financial, international or public policy area. Requires a faculty supervisor. Course does not apply toward degree requirements. Prereq: Admitted to the graduate ECON program; student must have completed 9 credits in program; or cons. of M.S.A.E. prog. dir.

ECON 6987. Internship Work Period. 0 cr. hrs.

Full-time directed work in applied economics under the supervision of a working professional in the area of applied economics. Requires faculty supervisor. Must have approved academic component and approved total work hours. Internship does not apply toward degree requirements. (Full-time equivalency for financial aid, zero credits for academics/tuition.) Prereq: Admitted to the graduate ECON program; completed 9 credits in program; cons. of M.S.A.E. prog. dir. SNC/UNC grade assessment.

ECON 6988. Internship Grading Period. 3 cr. hrs.

Grading for preceding internship work assignments is accomplished by review of Employer Evaluation Forms, Work Exit Reports and other materials as required during each term in school following a work period. (3 credits for academics/tuition; not financial aid eligible.) Prereq: ECON 6987.

ECON 6995. Independent Study in Economics. 1-3 cr. hrs.

Prereq: Admitted to the graduate ECON program and cons. of M.S.A.E. prog. dir.

ECON 6998. Professional Project. 0 cr. hrs.

Provides direct supervision of the research that constitutes the core of the professional project. Students submit drafts of various sections of their project as each is completed. These sections are: literature review, development of theoretical model, specification of empirical model of theory, creation of the necessary data set and execution of the empirical model. The final output of the course is a complete draft of the project that meets project director's approval. Prereq: Approval of project outline by the proj. dir. and prog. dir. by the stated deadline.

ECON 9991. Professional Project Continuation: Less than Half-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

ECON 9992. Professional Project Continuation: Half-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

ECON 9993. Professional Project Continuation: Full-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

Human Resources

Program Director: Dr. Gary Adams, Ph.D.

MS in Human Resources website (<http://business.marquette.edu/academics/mshr>)

Degree Offered

Master of Science in Human Resources, Plan B Non-Thesis Option only.

Program Description

The master of science in human resources (M.S.H.R.) program is designed to meet the educational needs of individuals who are pursuing or intend to pursue a career in human resources. Students from any undergraduate field may be accepted into the program. Central to the program's objective is the development of skills and knowledge in the areas of greatest concern to a human resources professional. These critical areas include the functional areas of human resources such as staffing, compensation and reward systems, employment law, and training and development, as well as the strategic areas of human resources focused on managing change, leadership, and the leveraging human resources to advance organizational strategy.

Prerequisites for Admission

Admission to the M.S.H.R. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

Application Requirements

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT), Graduate Records Exam (GRE) or Law School Admission Test (LSAT).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above except the GMAT, GRE or LSAT scores. Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one term only. Temporary non-degree status students are not eligible to continue taking M.S.H.R. classes beyond one term without degree admission. Temporary non-degree status is not available to international students. International applicants must apply for regular degree admission status. Typically, non-degree admission is not recommended in the human resources program.

Human Resources

Specializations are required within the structure of the M.S.H.R. curriculum and must be declared both with the academic adviser and the Graduate School of Management office. The specialization options are:

- Organizational Development - Designed for those interested in careers focused on people-related activities that may be found outside the traditional human resources department, such as organizational learning, change management or process improvement/facilitation.
- Strategic Human Resources Leadership - Designed to better serve the more advanced-level segment for those looking to develop their competencies as strategic human resources business partners.
- Talent Management - Designed for students without an academic or professional background in human resources allowing the student to develop their functional expertise in human resources management.

The M.S.H.R. program requires a minimum of 30 credit hours of course work.

Human Resources/Organizational Development Core:

HURE 6100	Human Resources Information Systems and Analytics	3
HURE 6110	Human Resources/Organizational Development Metrics	3
HURE 6590	Strategic Human Resource Management	3

Required Specialization: Choose courses from one of the specialization options listed below. 12

Organizational Development

Strategic Human Resources Leadership

Talent Management

Career Electives: Choose from Career Electives course options below.

9

Total Credit Hours

30

Specializations**ORGANIZATIONAL DEVELOPMENT (12 CREDITS)**

Students must complete three of the following 3-credit courses:

9

HURE 6210	Organizational Development
HURE 6215	Change Leadership
HURE 6230	Data-Driven Organizational Improvement
HURE 6535	Diversity in Organizations

and

Two of the following 1.5-credit courses:

3

MBA 6140	Leading People and Change
MBA 6150	Leading Innovation and Creativity
MBA 6160	Leadership Coaching and Development

Total Credit Hours

12

STRATEGIC HUMAN RESOURCES LEADERSHIP (12 CREDITS)

Students must complete three of the following 3-credit courses:

9

HURE 6215	Change Leadership
HURE 6535	Diversity in Organizations
MANA 6110	Leadership, Motivation and Organizational Change
HURE 6125	Negotiations

and

Two of the following 1.5-credit courses:

3

MBA 6140	Leading People and Change
MBA 6150	Leading Innovation and Creativity
MBA 6160	Leadership Coaching and Development

Total Credit Hours

12

Talent management (12 credits)

Student must complete four of the following 3-credit courses:

12

HURE 5003	Employment Law
HURE 5010	Strategic Compensation and Rewards
HURE 5080	Training and Development
HURE 6530	Talent Acquisition and Management
HURE 6535	Diversity in Organizations

Total Credit Hours

12

CAREER ELECTIVES (9 CREDITS)

Additional courses from any other specialization and/or:

9

HURE 5005	Employee Benefit Systems
HURE 5020	Labor Relations and Collective Bargaining
HURE 5140	International Human Resources Management
HURE 6170	Ethical Issues, Regulatory Environment and Human Resource Management
ACCO 6100	Managerial Accounting
ECON 6100	Managerial Economics
BUAD 6000	Accounting and Finance for the Non-Financial Manager
BUAD 6005	Economic Foundations for Marketing Decisions
FINA 6100	Financial Management

INBU 5951	Marquette Led Travel and Study Abroad in International Business
INBU 6951	International Study in Business:
INSY 6153	Project Management
LEDR 6005	Self-Leadership
MANA 6115	Change Leadership in Self and Organizations
MANA 6140	International Management
MANA 6170	Global Environment of Business
MARK 6100	Marketing Management
OSCM 6100	Operations and Supply Chain Management
And up to three 1-credit skills courses:	
BUAD 6101	Skills: Conducting Performance Appraisals
BUAD 6102	Skills: Balanced Scorecard
BUAD 6103	Skills: Large Scale Change
BUAD 6104	Skills: Business Writing
BUAD 6105	Skills: Coaching for Performance Improvement
BUAD 6106	Skills: Cross-Cultural Meetings - Business Interactions
BUAD 6107	Skills: Facilitating Meetings
BUAD 6108	Skills: GIS Business ArcView Software
BUAD 6109	Skills: Business Law
BUAD 6110	Skills: Organizational Assessment
BUAD 6111	Skills: Powerful Presentations
BUAD 6112	Skills: SAS
BUAD 6113	Skills: SPSS
BUAD 6114	Skills: Team Building
BUAD 6116	Skills: Organizational Consulting - Roles and Responsibilities
BUAD 6117	Skills: Conducting an Ethical Audit
BUAD 6118	Skills: Data Visualization
Total Credit Hours	9

Bachelor's-Master's Programs

Accelerated Degree Program in Human Resources

This five-year program allows students to earn both a master of science in human resources (M.S.H.R.) and an undergraduate degree with a major or a minor in human resources. If a student takes advantage of this option there are a total of 21 credit hours to complete upon entering the M.S.H.R. program. These can be completed in one calendar year.

Students may take three graduate HURE courses (nine credits) in the senior undergraduate year. Pending the grade of B or better, these graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.H.R. program or receive a passing grade less than B, the courses are still counted toward the undergraduate degree. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree. If a student takes advantage of this option there are a total of 21 credit hours to complete upon entering the M.S.H.R. program.

To be considered for admission, applicants must formally apply to the Graduate School of Management during the senior year at Marquette University, complete all of the application requirements as listed above, and indicate on the application that they are applying for the five-year program. For information, contact the director of the M.S.H.R. program at MSHRdirector@marquette.edu.

Accelerated Degree Program in Human Resources and Corporate Communication

This five-year program allows students to earn both their master of human resources (M.S.H.R.) and an undergraduate degree major in Corporate Communications with a Bachelor's degree in Communications. Undergraduate students begin their graduate work in their senior year by taking three graduate level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.H.R. program, the courses are counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as an undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their junior year at Marquette University, complete all of the application requirements as listed above and indicate on the application that they are applying for the five-year program. For detailed information, contact the Graduate School of Management at 414.288.7145 or visit us on the website at business.marquette.edu/academics/gsm.

Accelerated Degree Program in Human Resources and Psychology

This five-year program allows students to earn both their master of human resources (M.S.H.R.) and an undergraduate degree from Arts and Sciences with a Bachelor's degree in Psychology. Undergraduate students begin their graduate work in their senior year by taking three graduate level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.H.R. program, the courses are counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as an undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their junior year at Marquette University, complete all of the application requirements as listed above and indicate on the application that they are applying for the five-year program. For detailed information, contact the Graduate School of Management at 414.288.7145 or visit us on the website at business.marquette.edu/academics/gsm.

Courses

HURE 5003. Employment Law. 3 cr. hrs.

Provides an overview of the major federal laws which regulate human resources management, as well as common law. Topics include: wrongful discharge, privacy, defamation, negligent hiring, Title VII, affirmative action, the Americans with Disabilities Act, ERISA, Workers' Compensation, and the Occupational Safety and Health Act. Provides human resource managers and line supervisors with a sufficient working knowledge of these laws to reduce the risk of imposing legal liability on their employers by their own actions and to minimize liability for questionable or unlawful acts of company agents through prompt and effective action. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5005. Employee Benefit Systems. 3 cr. hrs.

The course addresses the design and administration of employee benefit systems. Among the programs studied are: health and wellness programs, pension and retirement programs, and cafeteria plans. Legally mandated benefit systems are also studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5010. Strategic Compensation and Rewards. 3 cr. hrs.

Focuses on theory and practice relevant to the development of compensation systems which are internally consistent, externally competitive, and individually rewarding. Applies these concepts via job descriptions and job evaluations, market surveys and pay structures, and performance or seniority based pay. Also through administering employee benefits such as insurance and pensions. The government's impact on pay and benefits is also studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5020. Labor Relations and Collective Bargaining. 3 cr. hrs.

Examines the development, structure and process of collective bargaining as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiation in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5080. Training and Development. 3 cr. hrs.

Principles and factors that contribute to the personal growth and development of employees and the welfare of the company. Focus on training and employee development within organizations. Topics include training development and evaluation, employee development, career management, and career pathing within organizations Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5140. International Human Resources Management. 3 cr. hrs.

Explores human resources issues that are addressed by organizations engaged in international business. Among the issues addressed are: the link between stages of international business and recommended human resources systems; determining the appropriate mix of host-country, third country and expatriate employees; managing expatriate assignments; and developing human resource management policies and procedures in a global context. In addition, employment law and protective social legislation as well as alternative labor union models found in different regions of the world will be studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5931. Topics in Human Resources. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

HURE 6100. Human Resources Information Systems and Analytics. 3 cr. hrs.

Addresses issues associated with human resource information systems (HRIS) and the leveraging of human resources analytics to inform organizational decision-making. Topics include: implementation of HRIS, understanding database structures and using queries. In addition, covers HR data analytic concepts and tools used to classify, describe, evaluate and predict. Emphasis is on the strategic use of HRIS and analytics. Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R prog. dir.

HURE 6110. Human Resources/Organizational Development Metrics. 3 cr. hrs.

Provide an in-depth examination of the conceptual and methodological issues associated with HR metrics and their use in organizations. Topics include: operational, financial and strategic measures of HR-related activities. Emphasis is placed on understanding, collecting and calculating HR metrics data as well as the effective reporting and presentation of HR metrics to organizational stakeholders. Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.

HURE 6125. Negotiations. 3 cr. hrs.

Provides a comprehensive investigation of the process and dynamics surrounding adverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of the M.S.H.R. prog. dir.

HURE 6170. Ethical Issues, Regulatory Environment and Human Resource Management. 3 cr. hrs.

Addresses an array of human resource topics from the manager's point of view. Three themes will be woven throughout this course: ethical issues presented by selected human resource policies and programs; the legal and regulatory environment pertaining to employees and to union organizations and representation; and establishing consistency between human resource management policies and programs and the strategic objectives of the organization. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; and cons. of M.S.H.R. prog. dir.

HURE 6210. Organizational Development. 3 cr. hrs.

Provides an in-depth study of evidence-based organizational development (OD) processes and interventions aimed at improving organizational performance. Emphasizes planning and implementation team, inter-team and organization-wide interventions. Values, ethics and the role of the OD professional/change agent are described. Prereq: Admitted to graduate HURE program and cons. of M.S.H.R. prog. dir.

HURE 6215. Change Leadership. 3 cr. hrs.

Provides the skills necessary to successfully lead organizational change. Topics include: models of the change process, development of change management plans, identifying and overcoming resistance to change, and leveraging strategy, culture, leadership and other organizational process to lead organizational change efforts. Emphasis is on developing the leadership competencies necessary to create and sustain positive organizational change. Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.

HURE 6230. Data-Driven Organizational Improvement. 3 cr. hrs.

Provides the skills necessary to design, execute, analyze and report data-driven organizational improvement efforts. Topics include: fundamentals of measurement, quantitative, qualitative and survey research designs, data analytics and reporting of actionable results. Emphasis is on the collection and analysis of data, the effective presentation of results and the interaction with organizational stakeholders Prereq: Admitted to graduate HURE program; and cons. of M.S.H.R. prog. dir.

HURE 6530. Talent Acquisition and Management. 3 cr. hrs.

Addresses principles and practices for the acquisition and management of human talent within organizations. Topics include: workforce planning, talent acquisition, reliability and validity of selection procedures, using talent management analytics for employee retention, aligning talent management to organizational objectives/strategies and understanding legal compliance issues related to talent management. Prereq: Admitted to the graduate HURE program and HURE 6100 and HURE 6110; or cons. of M.S.H.R. prog. dir.

HURE 6535. Diversity in Organizations. 3 cr. hrs.

Focuses on the complex dynamics of diversity in organizations as seen from the vantage point of social science and organizational studies. Examines demographic trends in the work force, differentiates cultural practices and value among diverse groups, and discusses strategies for dealing with discrimination and stereotyping. The focal themes of the course include: the nature or character of diversity, organizational practices, and theoretical implications. Individual, interpersonal and organizational factors influencing diversity will be examined using both a conceptual and an experiential approach. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 6590. Strategic Human Resource Management. 3 cr. hrs.

Investigate principles of human resource strategy and the link to business strategy. Concepts emphasized include resource-based theory of the firm, sustained competitive advantage, as well as fit and flexibility in the design of human resource systems. Approaches to evaluating and assessing the contribution and effectiveness of human resource systems are studied. Prereq: Completion of MANA 6100 for BUAD graduate students; completion of 15 HURE credits for HURE students; or cons. of the M.S.H.R. prog. dir.

HURE 6931. Topics in Human Resource Management. 1-3 cr. hrs.

Elective course. Topics will vary. Prereq: Admitted to graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6953. Seminar in Human Resources. 1 cr. hr.

Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6986. Internship in Human Resources. 1-3 cr. hrs.

Directed work in human resources under the supervision of a working professional in the area of human resources. Requires faculty supervisor. Must have approved academic component. Maximum of 3 credits may be accepted toward degree requirements.

HURE 6995. Independent Study in Human Resources. 1-3 cr. hrs.

Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.

Leadership

Degrees Offered

Master in Leadership, Plan B only

Program Descriptions

Master's Degree Program

The Graduate School of Management offers a professional degree program leading to the master in leadership (M.L.), where students may choose either a general plan or one of the following specializations.

Health Care Administration

The health care administration specialization seeks to prepare working professionals to meet the leadership challenges of today's health care system. As managed care and the integration of health care delivery continue to evolve, new skills and knowledge are needed to keep pace with current health care demands. The program provides a foundation in finance, economics, policy, leadership, systems, and outcome planning and evaluation, specifically related to the changing health care system. Through the many elective offerings (informatics, case management, marketing, program development, administrative practicum, conflict resolution, long-term care and more), students may explore a wide range of special interests.

Sports Leadership

The sports leadership specialization seeks to provide training and an understanding of the depth and unique character of the sports industry. With a heavy emphasis on the application of leadership principles and practices to the business of athletics, the specialization objective is to increase the competency of sports leadership professionals.

Marquette University also offers a stand-alone certificate program in sports leadership. (See the Program section of Sports Leadership (p. 99) for description and details.)

Prerequisites for Admission

Applicants to leadership studies must hold a baccalaureate degree, or its academic equivalent, from an accredited college or university. The undergraduate background must be appropriate to the chosen course of study. Generally, applicants should have a minimum cumulative grade point average of 3.000 (on a scale of 4.000) in their undergraduate course work. Minimally two years of work experience is preferred.

Application Requirements

Applicants must submit, directly to the Graduate School of Management:

1. A completed application form and fee online at the GSM website (<http://business.marquette.edu/academics/gsm-apply-now>).
2. Official transcripts from all current and previous colleges/universities except Marquette.
3. Three letters of recommendation.
4. A statement of purpose.
5. Official test scores from the GRE or GMAT.
6. (For international applicants only) a TOEFL score or other acceptable proof of English proficiency.

Additional application requirements may be required for particular specializations. Students should contact the program adviser for details.

Master in Leadership

Specializations: A specialization is not required in the master in leadership program, and earning a specialization does not alter, in any way, the degree awarded. For those interested, specializations are available in health care administration and in sports leadership. A student must earn a grade of B or above in each of the prescribed courses within each specialization, and all courses applied toward a specialization must be taken at Marquette University. The specialization is 15 specified credits beyond the core curriculum as listed below. The specialization is noted on the student's official university transcript. A general program, requiring no specialization, is also available.

Students must complete a total of thirty (30) credit hours of course work for the master in leadership: 15 credit hours of core course work plus 15 additional credits. Students will be placed in the general, no specialization, program unless the health care administration or the sports leadership specialization is chosen.

Students must complete the program within six years. Students are expected to earn a grade of B or above in all courses and must maintain at least a 3.000 cumulative grade point average to earn the degree of master in leadership.

Marquette University also offers a stand-alone certificate in Leadership (p. 99).

Leadership required courses

Leadership Core Courses (15 credits)

LEDR 6005	Self-Leadership	3
MANA 6125	Negotiations	3
LEDR 6000 or MANA 6110	History and Theory of Leadership and Ethics Leadership, Motivation and Organizational Change	3
MANA 6170 or HURE 6170	Global Environment of Business Ethical Issues, Regulatory Environment and Human Resource Management	3
Two of the following 1.5 credit courses for a total of 3 credits:		3
MBA 6140	Leading People and Change	
MBA 6150	Leading Innovation and Creativity	
MBA 6160	Leadership Coaching and Development	
Electives or optional Specialization		15
Total Credit Hours		30

Electives or optional specialization course Options

In addition to the core, 15 credit hours of electives are required. The three options are:

No specialization (15 credits)

Students must complete the 15 core curriculum credit hours, plus select 15 credits from the electives below, other approved GSM courses, or from other graduate level courses offered by other graduate programs on campus. All courses selected from outside the Graduate School of Management are subject to GSM approval and availability/approval of the department offering the course. Students can customize the program to their personal and professional goals.

Elective course options (may not double count those used for core requirements)

LEDR 6000	History and Theory of Leadership and Ethics	3
LEDR 6015	Influence of Leadership on Behavior in Organizations	3
LEDR 6020	Leaders as Worldly Citizens	3
LEDR 6025	Research Methods in Social Sciences	3
LEDR 6045	Communication Styles and Strategies for Leaders	3
LEDR 6051	Contemporary Leadership: Theory, Research and Application	3
LEDR 6931	Topics in Leadership Studies	1-3
LEDR 6995	Independent Study in Leadership Studies	1-3
HURE 6170	Ethical Issues, Regulatory Environment and Human Resource Management	3
HURE 6530	Talent Acquisition and Management	3
HURE 6535	Diversity in Organizations	3
MANA 6110	Leadership, Motivation and Organizational Change	3
MANA 6140	International Management	3
MANA 6170	Global Environment of Business	3
MARK 6100	Marketing Management	3
MARK 6175	Marketing and Social Entrepreneurship	3
NPSE 6521	Social Entrepreneurship: Leadership and Management Issues for the Third Sector	3
NPSE 6931	Topics in Non-Profit Sector	1-3
PUBS 6205	Urban Policy and Public Service Administration	3
PUBS 6210	Ethics in Public Service	3
SPLE 6300	Social-Historical Foundations of Sports	3
SPLE 6500	Sports Finance	3
SPLE 6600	Sports Facility Management	3
SPLE 6931	Topics in Athletic Leadership	3
Topic: Fundraising and Social Innovation		
Topic: NCAA Exploring Current Issues		
Topic: Special Events		
BUAD 6101	Skills: Conducting Performance Appraisals	1

BUAD 6102	Skills: Balanced Scorecard	1
BUAD 6104	Skills: Business Writing	1
BUAD 6105	Skills: Coaching for Performance Improvement	1
BUAD 6106	Skills: Cross-Cultural Meetings - Business Interactions	1
BUAD 6107	Skills: Facilitating Meetings	1
BUAD 6108	Skills: GIS Business ArcView Software	1
BUAD 6110	Skills: Organizational Assessment	1
BUAD 6111	Skills: Powerful Presentations	1
BUAD 6112	Skills: SAS	1
BUAD 6113	Skills: SPSS	1
BUAD 6114	Skills: Team Building	1
BUAD 6116	Skills: Organizational Consulting - Roles and Responsibilities	1
BUAD 6117	Skills: Conducting an Ethical Audit	1

Health Care Administration specialization (15 credits)

HEAL 6820	Health Care Program Development	3
HEAL 6840	The Environment of Health Care Delivery	2-3
HEAL 6841	Health Care Finance	3
HEAL 6848	Health Care Policy	3
HURE 6530	Talent Acquisition and Management	3
BUAD 6101-6117		0-1

Sports Leadership specialization (15 credits)

SPLE 6001	Introduction to Sports Leadership	3
SPLE 6100	Ethics in Sports Leadership	3
SPLE 6200	Sports Communication	3
SPLE 6400	Sport Management	3
3 credits of sports leadership (SPLE) electives		3

Leadership Studies Courses

LEDR 6000. History and Theory of Leadership and Ethics. 3 cr. hrs.

Presents analysis of historical concepts regarding leadership with a special focus on leadership ethics. Developmental processes related to ethical leadership will be studied. Introduces quantitative and qualitative research methodologies appropriate for leadership issues. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6005. Self-Leadership. 3 cr. hrs.

Studies aspects of the self that directly impact leadership. Includes the study of intellectual, emotional, spiritual, and physical aspects. Arenas of self-leadership include: time and money usage, attitude and mood management, daily routines and stress management. Explores the ethics of self-leadership. Highly applications-focused. Includes qualitative and quantitative methodologies appropriate for measuring the self. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6010. Conflict Resolution, Negotiation and Team Leadership. 3 cr. hrs.

Examines the theory and process of negotiation from a variety of vantage points. Focuses primarily on group dynamics and the tools and techniques needed to understand the process. Exposes students to various team-building, conflict resolution and problem-solving strategies. Emphasizes the steps and practices critical for the negotiation process to work effectively and the strategies and tactics necessary for successful team building. Provides students with an opportunity to develop their negotiation and team building skills through the case study method, hybrid assignments and in-class negotiation exercises. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6015. Influence of Leadership on Behavior in Organizations. 3 cr. hrs.

Studies the influence of leadership on the behavior within and toward an organization, especially as related to organizational culture, governing bodies, strategic planning, succession planning, diversity and globalization. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6020. Leaders as Worldly Citizens. 3 cr. hrs.

Studies leadership and organizational leadership behavior in the context of the external culture within which the organization is embedded. Studies the intersection of world religions, world history, world monetary systems, with leadership and ethics. Issues include: nationalism, education, democracy, economic development, distribution of resources, trade vs. aid, the plight of vulnerable peoples of the world, information technology issues. Simple analyses of databases with worldwide data will be conducted. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6025. Research Methods in Social Sciences. 3 cr. hrs.

Interpretation and evaluation of empirical research studies. Explores how to write research questions and hypotheses. Studies methods of measuring and interpreting validity and reliability, as well as, common research methods and designs for quantitative and qualitative social science studies. Requires the successful completion of the Office of Research Compliance (ORC) tutorial. The culminating assignment includes constructing a research proposal ready to submit to ORC. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6030. Qualitative Research In Leadership Studies. 3 cr. hrs.

Applies qualitative research methods relating to leadership practice. Through readings, exercises and a research project, students learn to conduct a qualitative study from question through findings/conclusions. Students learn to become ethical producers and consumers of qualitative research. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6035. Applied Quantitative Methods in Leadership Studies. 3 cr. hrs.

Statistical methods applied and interpreted include: Chi-Square, t-tests, ANOVA, ANCOVA and regression. Methods studied in the context of leadership studies. Access to SPSS required. Undergraduate course in basic statistics recommended. Prereq: Score of 50th percentile or above in the quantitative reasoning portion of the GRE or a statistics course with a grade of B or better within the past five years. Students who do not meet one of these two conditions are required to complete a foundational statistics course prior to registration. Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6040. Introduction to Business Processes. 3 cr. hrs.

Focuses on the leadership and ethics principles involving sustainability, growth and strategic planning, including a focus on utilizing social media. Presents principles studied in the context of current organizational climates as well as emerging and ever-changing organizational climates. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6045. Communication Styles and Strategies for Leaders. 3 cr. hrs.

Examines the relationship between communication behaviors and leadership effectiveness. Topics include: power, decision making, ethics, team and interpersonal relationships and creative thinking. Through practical application and case studies, students practice and reflect on their use of these communication behaviors in their roles as leaders. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6051. Contemporary Leadership: Theory, Research and Application. 3 cr. hrs.

In-depth study of the transformational and transactional leadership model of Bass and Riggio and a review of emerging thought on authentic leadership. Learning activities include an in-depth review of the literature on transformational and transactional leadership theory; in-class and online discussion and design and presentation of either a qualitative or quantitative study in contemporary leadership, inclusive of drafting an actual research proposal. Prereq: LEDR 6000 and admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6931. Topics in Leadership Studies. 1-3 cr. hrs.

Examination of topics related to contemporary issues in leadership studies. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir. Course prereqs may vary pending topic.

LEDR 6995. Independent Study in Leadership Studies. 1-3 cr. hrs.

Provides opportunities to investigate and study areas of interest through readings, research, field experience, projects, and/or other educational activities under the direction of a faculty adviser. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 6998. Professional Project in Leadership Studies. 3 cr. hrs.

Required course for the integrative learning experience. Must be taken twice, over two terms, for a total of 6 credits. Two options: 1) complete a professional project or 2) complete a research article of publishable quality. S/U grade assessment. Prereq: Fifteen core credits and 9 specialization credits completed. For the general track in leadership studies, 24 credits completed; admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 9974. Graduate Fellowship: Full-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 9991. Professional Project Continuation: Less than Half-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 9992. Professional Project Continuation: Half-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

LEDR 9993. Professional Project Continuation: Full-Time. 0 cr. hrs.

Fee. SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.

Sports Leadership Courses

SPLE 6001. Introduction to Sports Leadership. 3 cr. hrs.

Overview of the diverse leadership opportunities within the sports industry. Discussion of current athletic issues and challenges from a leadership and managerial perspective. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6100. Ethics in Sports Leadership. 3 cr. hrs.

Various dimensions of athletic ethics will be explored including: sports in peacebuilding; sport as social innovator; along with various ethical issues in sport and sport management. These issues will include such topics as: competition and fair play; leadership; social aspects of sport; as well as other subjects. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6200. Sports Communication. 3 cr. hrs.

A study of the various ways in which individuals and organizations communicate through sports inclusive of print, electronic and on-line media as well as advertising, PR and special events. Special emphasis is placed on how leaders focus on their target audiences; primarily the fan or end user and the efforts, inclusive of market research, employed to attract and keep audiences engaged. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6300. Social-Historical Foundations of Sports. 3 cr. hrs.

Examines the historical and sociological foundations of athletics in the U.S. Important areas of emphasis include: historical development of athletics, sport as a cultural product, social relations, organizational structures and contemporary issues. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6400. Sport Management. 3 cr. hrs.

Analysis of the foundations of the sport industry with an emphasis on amateur and professional organizations. Statistical analysis and evaluation of the multifaceted elements of a successful athletic organization, including: consumer psychology, discretionary-spending patterns and other contributing critical ingredients. Students gain an understanding of how analytics and quantitative research drive athletics. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6500. Sports Finance. 3 cr. hrs.

Examines the various techniques that can be utilized when financing a sports program regardless of the level of competition or type of program. Using active class discussion, research, mini-projects and the text, students determine how to budget for and continue to finance various sports enterprises. Prereq: Admitted to graduate ACCO, BUAD, ECON, HURE, LEDR; or cons. of M.B.A. prog. dir.

SPLE 6600. Sports Facility Management. 3 cr. hrs.

Examines the critical components of sport facility management including but not limited to; facility planning and construction, system design and operation, marketing, budgeting, maintenance, risk and event management. Primarily aimed at individuals aspiring to or working in the sport management field since there is no game without a facility in which to play. Prereq: Admitted to the graduate ACCO, BUAD, ECON, LEDR or SPLE program; or cons. of M.B.A. prog. dir.

SPLE 6700. NCAA: Exploring Current Issues. 3 cr. hrs.

Team-learning approach dependent upon each student contributing to the overall examination of the NCAA and the issues it faces. Students conduct individualized study and research based on directed assignments and present their work. Examines the NCAA's history, structure, criticisms, accomplishments and challenges within the context of current issues. Prereq: Admitted to GSM; or cons. of M.B.A. prog. dir.

SPLE 6931. Topics in Athletic Leadership. 3 cr. hrs.

Examination of topics related to contemporary issues in athletic leadership. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6964. Practicum in Sports Leadership. 3-6 cr. hrs.

Supervised experiences in sports leadership. Each student must negotiate an appropriate practicum plan and location with the graduate sports leadership faculty and the sports leadership practicum coordinator. Prereq: Admitted to the graduate SPLE program; and con. of M.B.A. prog. dir.

SPLE 6995. Independent Study in Sports Leadership. 1-3 cr. hrs.

Provides opportunities to investigate and study areas of interest through readings, research, field experience, projects, and/or other educational activities under the direction of a faculty adviser. Prereq: Admitted to the graduate SPLE program; or con. of M.B.A. prog. dir.

Dual/Joint Programs of Study

Healthcare Technologies Management (HCTM)

The Healthcare Technologies Management Program is a collaborative joint degree program between Marquette University and the Medical College of Wisconsin that combines education in business and biomedical engineering. The objective of this master's program is to educate professionals capable of managing the design, development, commercialization and regulatory compliance of diagnostic and therapeutic medical devices, and the implementation, utilization and assessment of hospital-based healthcare technologies.

Healthcare institutions, medical device companies and healthcare consulting firms have a growing need for skilled professionals with technical and managerial skills, and an understanding of healthcare delivery and regulatory environments. Graduates of the program have the education and skills needed to pursue career opportunities in clinical, industrial and consulting environments. The program meets the needs of recent undergraduates seeking an advanced degree as well as employed engineers interested in opportunities to prepare for career advancement.

Elective courses, independent study projects and internship opportunities enable students to customize their training to meet individual needs, interests and career goals. With the assistance of a faculty and industry/clinical adviser, students are required to design and complete an applied biomedical engineering project. This independent study/internship experience helps develop skills that are useful in the clinical or industrial environment.

The course offerings and schedules are designed to allow working students to pursue this M.S. degree on a part-time basis. Full-time students can complete the program in three terms (12 months). Course topics include technology assessment, ethics of technology utilization, standards and regulations, product development and the environment of healthcare delivery. Topics of study include health care technology assessment, development and evaluation, ethics of technology utilization, and outcomes and medical effectiveness research.

Additional details concerning the master of science degree in healthcare technologies management are listed in the Graduate School bulletin. Also see the Graduate School of Management Transfer of Credit policy regarding maximum business course transfer limits and requirements.

M.B.A./J.D. Dual Degrees

The Graduate School of Management, in conjunction with the Law School, offers a program of dual study leading to an M.B.A. degree and a juris doctor degree. Students seeking admission to the dual program must apply to both the Graduate School of Management and the Law School and must meet the admission requirements for each. Students start this dual program as a law student. Upon completion of the law program, students are officially admitted to the M.B.A. program for completion of the remainder of the dual program.

Dual program students complete 81 credit hours in the Law School and 24-30 graduate business credit hours in the M.B.A. program. Up to 18 hours of an M.B.A./J.D. student's course work can count toward both degrees (9 hours of Law School credits may be applied to M.B.A. requirements and as many as 9 hours of M.B.A. credits may be applied to J.D. elective requirements). All transfer courses from the Marquette University Law School must have a C or above grade. Dual program students must maintain a 3.000 grade point average to graduate with the M.B.A. degree. Students are strongly encouraged to seek advising from both programs.

Dual JD/MBA students wanting to earn the specialization in Sport Business must complete 12 credits of Sports Law courses. Ten credit hours of Sports Law courses may be counted as 9 credits elective course credit for the M.B.A. component of the joint degree program. The remaining 3 credits are in addition to degree requirements and are specific to the specialization requirement. The ten credit hours must include LAW 7106 Amateur Sports Law, LAW 7303 Professional Sports Law, and one two-credit hour sports law workshops (e.g., Legal and Business Issues in Collegiate Athletics, Legal Issues in Youth, High School, and Recreational Sports, Representing Professional Athletes and Coaches, Sports Industry Governance, Sports Sponsorship and Marketing Legal and Business Issues, Sports Venues), and one two-credit hour LAW 7950 Advanced Legal Research course. Only a maximum of 9 credits can be double counted for the M.B.A. program. Dual degree program students must maintain a 3.000 cumulative grade point average in all classes taken to fulfill the requirements for the M.B.A. degree and specialization in Sport Business, including the sports law classes used as open electives. In addition, students must earn a grade of at least a C in all sports law classes counted as open electives for the M.B.A. in Sport Business degree.

In general, dual program students pay tuition at the full-time (flat tuition) Law School rate while a full-time law student, regardless of whether or not they are taking additional graduate courses. Upon receiving the juris doctor degree, dual program students pay Graduate School of Management tuition at the per credit rate for graduate courses. Part-time law students pay the per credit Law School rate for all courses.

M.B.A./M.S.N. Dual Degrees

The Graduate School of Management, in conjunction with the College of Nursing, offers a program of dual study leading to an M.B.A. degree and an M.S.N. degree with a specialization in Health Care Systems Leadership. Students seeking admission to the dual program apply to both programs and must meet the admission requirements for both the M.B.A. and M.S.N. programs. The Graduate School of Management and College of Nursing accept either the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE) for the combine program. The GMAT or GRE is required for degree admission. Because students are officially admitted into only one Marquette University graduate program at a time, applicants must indicate which program they intend to pursue and complete first, although once accepted for admission to both programs, students may take courses from both departments. Upon completion of the first program, the student is officially admitted to the second program for completion of the remainder of the dual program.

The application for the Graduate School of Management is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now. The Graduate School also has an online application to the Nursing program.

Dual program students complete a total of 60 credits:

9 credits of M.B.A. Essentials:		9
MBA 6020	Business Essentials: Accounting, Economics and Finance	
MBA 6030	Business Essentials: Marketing, IT and Operations and Supply Chain	
12 credits of Nursing core courses:		12
NURS 6000	Theoretical Foundations of Nursing	
NURS 6007	Ethics, Policy, and Health Care Advocacy	
NURS 6009	Organizational and Systems Leadership	
NURS 6010	Research & Evidence as a Foundation for Nursing	
21 credits of M.B.A. core courses:		21
MBA 6010	Quantitative Analysis	
MBA 6100	Business Analytics	
MBA 6110	Strategic Management Introduction	
MBA 6120	Concepts for Ethical Business Practice	
MBA 6130	Corporate Social Responsibility	
MBA 6140	Leading People and Change	
MBA 6150	Leading Innovation and Creativity	
MBA 6160	Leadership Coaching and Development	
MBA 6200	Enterprise Risk Management	
MBA 6997	Strategic Management Capstone	
Health care systems leadership courses:		18
HEAL 6820	Health Care Program Development	
HEAL 6841	Health Care Finance	
HEAL 6846	Health Care Informatics	
HEAL 6846	Health Care Informatics	
NURS 6852	Health Care Systems Leadership 2	
Total Credit Hours		60

A comprehensive examination in the nursing content area is required. MBA 6997 serves as the final integrating experience for the business content area and may be taken only after completing all other core course requirements. GSM elective requirements may transfer from Nursing graduate degree requirements (12 credits).

M.B.A./M.A. Dual Degrees

The Graduate School of Management, in conjunction with the Department of Political Science, offers a program of dual study leading to a master of business administration (M.B.A.) degree and a master of arts (M.A.) degree with a focus on political science or international affairs. The program is designed for students whose interests overlap business and politics or business and international affairs. Dual degree students are able to complete both degree programs in less time than if both degrees were pursued separately.

Students seeking admission into the dual degree program must submit to the Graduate School and Graduate School of Management separate applications for admission to both programs, including two sets of required documentation, and must meet the admission requirements of each program. The Graduate School of Management requires either the GMAT or GRE test scores. Both programs in political science and international affairs accept GMAT scores in lieu of GRE scores. Acceptance into one program does not guarantee acceptance into the other. If a student is accepted into one program and not the other, the student can still choose to accept the admission offer from the first program but would not be considered a dual degree student. Because students are officially admitted into only one Marquette University graduate program at a time, applicants must indicate which program they intend to pursue and complete first, although once accepted for admission to both programs, students may take courses from both departments. Upon completion of the first program, the student is officially admitted to the second program for completion of the remainder of the dual program.

The application for the Graduate School of Management is online via the GSM website (<http://business.marquette.edu/academics/gsm>). Then click on Apply Now. The Graduate School also has an online application to the Political Science and International Affairs programs.

Dual degree students count 9 credits of course work in each program toward the required course work credits of the other program. Thus, 9 of the 33-39 credits required for the master of business administration degree can come from POSC courses, and 9 of the 30 credits required for the master of arts degree in political science or in international affairs can come from GSM courses.

Students must identify the courses being applied toward both degrees prior to completion of the programs by contacting their advisers in both programs.

M.S.H.R./J.D. Dual Degrees

The Graduate School of Management, in conjunction with the Law School, offers a program of dual study leading to an M.S.H.R. degree and a juris doctor degree. Students seeking admission to the dual program must apply to both the Graduate School of Management and the Law School and must meet the admission requirements for each. Students start this dual program as a law student and may take classes in the M.S.H.R. program throughout their Law School program or upon completion of the law program, students are officially admitted to the M.S.H.R. program for completion of the remainder of the dual program.

Dual program students complete 81 credit hours in the Law School and 21-23 graduate credit hours in the M.S.H.R. program. A maximum of 18 credit hours of any dual M.S.H.R./J.D. students course work can count toward both degrees (9 hours of Law School credits may be applied to the M.S.H.R. requirements and as many as 9 hours of M.S.H.R. credits may be applied to the J.D. elective requirements.) All transfer courses from the Marquette University Law School must have a C or above grade. Dual program students must maintain a 3.000 grade point average to graduate with the M.S.H.R. degree. Students are strongly encouraged to seek advising from both programs.

The M.S.H.R. program is 30 credits. Students must complete the following:

Human Resources/Organizational Development Core (9 credits)	9
HURE 6100 Human Resources Information Systems and Analytics	
HURE 6110 Human Resources/Organizational Development Metrics	
HURE 6590 Strategic Human Resource Management	
Talent Management specialization (12 credits)	12
LAW 7184 Employment Discrimination	
LAW 7185 Employment Law	
HURE 6530 Talent Acquisition and Management (and two from the following:)	
and 3 credits from:	
HURE 5010 Strategic Compensation and Rewards	
HURE 5080 Training and Development	
HURE 6535 Diversity in Organizations	
Electives (9 credits)	9
LAW 7183 Employee Benefits	
LAW 7260 Labor Law	
and 3 credits from:	
HURE 5003 Employment Law	
HURE 5020 Labor Relations and Collective Bargaining	
HURE 5140 International Human Resources Management	
HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management	
HURE 6986 Internship in Human Resources	
ACCO 6100 Managerial Accounting	
ECON 6100 Managerial Economics	
BUAD 6000 Accounting and Finance for the Non-Financial Manager	
BUAD 6005 Economic Foundations for Marketing Decisions	
FINA 6100 Financial Management	
INBU 5931 Topics in International Business	
INBU 5951 Marquette Led Travel and Study Abroad in International Business	
INBU 6931 Topics in International Business	
INBU 6951 International Study in Business	
INBU 6953 Seminar in International Business	
INSY 6153 Project Management	
MANA 6115 Change Leadership in Self and Organizations	
MANA 6140 International Management	
MARK 6100 Marketing Management	
OSCM 6100 Operations and Supply Chain Management	
or 3 credits from:	
BUAD 6101 Skills: Conducting Performance Appraisals	

BUAD 6102	Skills: Balanced Scorecard
BUAD 6103	Skills: Large Scale Change
BUAD 6104	Skills: Business Writing
BUAD 6105	Skills: Coaching for Performance Improvement
BUAD 6106	Skills: Cross-Cultural Meetings - Business Interactions
BUAD 6107	Skills: Facilitating Meetings
BUAD 6108	Skills: GIS Business ArcView Software
BUAD 6109	Skills: Business Law
BUAD 6110	Skills: Organizational Assessment
BUAD 6111	Skills: Powerful Presentations
BUAD 6112	Skills: SAS
BUAD 6113	Skills: SPSS
BUAD 6114	Skills: Team Building
BUAD 6116	Skills: Organizational Consulting - Roles and Responsibilities
BUAD 6117	Skills: Conducting an Ethical Audit
BUAD 6118	Skills: Data Visualization

Total Credit Hours

30

Certificate Programs

Certificates Offered

Leadership Studies; Sports Leadership

Prerequisites for Admission

Applicants to leadership studies must hold a baccalaureate degree, or its academic equivalent, from an accredited college or university. The undergraduate background must be appropriate to the chosen course of study. Generally, applicants should have a minimum cumulative grade point average of 3.000 (on a scale of 4.000) in their undergraduate course work. Minimally two years of work experience is preferred.

Application Requirements

Applicants must submit, directly to the Graduate School of Management:

1. A completed application form and fee online via the GSM website (<http://business.marquette.edu/academics/gsm-apply>).
2. Official transcripts from all current and previous colleges/universities except Marquette.
3. Three letters of recommendation.
4. A statement of purpose.
5. Official test scores from the GRE or GMAT.
6. (For international applicants only) a TOEFL score or other acceptable proof of English proficiency.

Additional application requirements may be required for particular specializations. Students should contact the program adviser for details.

Leadership Certificate Requirements

The Graduate School of Management offers a certificate in leadership. The certificate program requires completion of the following courses (15 credits).

LEDR 6005	Self-Leadership	3
MANA 6125	Negotiations	3
LEDR 6000 or MANA 6110	History and Theory of Leadership and Ethics Leadership, Motivation and Organizational Change	3
MANA 6170 or HURE 6170	Global Environment of Business Ethical Issues, Regulatory Environment and Human Resource Management	3
MANA 6100	Organizational Behavior	3
or two of the following 1.5 credit courses for a total of 3 credits		
MBA 6140	Leading People and Change	
MBA 6150	Leading Innovation and Creativity	

MBA 6160

Leadership Coaching and Development

Total Credit Hours

15

Students must complete the certificate program within three years. Students are expected to earn a grade of B or above in all courses and must maintain a 3.000 cumulative grade point average to earn the certificate in leadership.

Sports Leadership Certificate Requirements

The Graduate School of Management offers a certificate in sports leadership. This certificate is designed for professionals who would like to strengthen their leadership skills and advance their career within the athletics industry. This graduate certificate studies critical topics within the industry including leadership, sports communication, ethics, sports law, media events and historical events that help set the context for where the industry is today.

The certificate program requires completion of 15 credit hours.

SPLE 6001	Introduction to Sports Leadership	3
SPLE 6100	Ethics in Sports Leadership	3
SPLE 6200	Sports Communication	3
SPLE 6400	Sport Management	3
Elective course		3
Total Credit Hours		15

Students must complete the certificate program within three years. Students are expected to earn a grade of B or above in all courses and must maintain a 3.000 cumulative grade point average to earn the certificate in sports leadership.

Legal Disclosure

Non-Discrimination Statement

Marquette University, in accordance with its Jesuit tradition and Guiding Values, is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, age, disability, sex, gender identity/expression, sexual orientation, marital status, pregnancy, predisposing genetic characteristic, or military status. Employees, students, applicants or other members of the University community (including but not limited to vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law, or treated adversely or retaliated against based upon a protected characteristic.

The University's policy as well as federal and state laws and regulations prohibit unlawful discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Employee inquiries concerning the application of Section 503 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Era Veteran's Readjustment Assistance Act of 1974 and Title I of the Americans with Disabilities Act of 1990 may be referred to the Office of Human Resources; Straz Tower; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-7305.

Student inquiries concerning Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990 may be referred to the Office of Human Resources; Straz Tower; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-1645.

Student and employee inquiries concerning the application of Titles VI, VII the Age Discrimination in Employment Act of 1967, as amended and Executive Order 11246, as amended, may be referred to Lynn Mellantine, Affirmative Action Officer: Straz Tower, P.O. Box 1881, Milwaukee, WI 53201-1881; (414) 288-3430.

If you feel that you have been subjected to sexual harassment, discrimination or sexual misconduct, please contact Christine Harris Taylor, Title IX Coordinator: Alumni Memorial Union, Room 437, P.O. Box 1881, Milwaukee, WI 53201-1881, (414) 288-3151, christine.taylor@marquette.edu, or Office for Civil Rights: 500 W. Madison, Street, Suite 1475, Chicago, IL 60661-4544, (312) 730-1560.

The Marquette University Board of Trustees approved the Affirmative action Program, formalizing the University's position toward human rights. This program reaffirms and specifies action programs to continue the pledge of promotion and equal opportunity for all qualified persons.

University Directory

This page will be updated with the 2017-2018 information in October 2017.

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Jon D. Hammes

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Nancy Hernandez

Grad '02

President and Founder, ABRAZO Multicultural Marketing and Communication

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Bus Ad '78, Grad '80

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Grad '81

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Eng. '78

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Retired - SVP/CAO, Wisconsin Energy Corporation

Glenn A. Rivers

Arts '85

Head Coach, Los Angeles Clippers

Scott A. Roberts

Bus Ad '85

President, CEO and Chairman of Ziegler Capital Management, LLC (ZCM)

Hon. W. Greg Ryberg

Arts '68

Retired Senator, State of South Carolina

Scott H. Schroeder

Bus Ad '92, Grad '96, Law '96

Co-Founding Partner, Balyasny Asset Management

Owen J. Sullivan

Arts '79

Operating Partner, Baird Capital

Charles M. Swoboda

Eng '89

Chairman and CEO, Cree, Inc.

Ben Tracy

Comm '98, Grad '04

National Correspondent, CBS News

Peggy Troy

Nurs '74

President and CEO, Children's Hospital of Wisconsin

James M. Weiss

Arts '68

Segall Bryant Hamill Investment Counsel

Thomas H. Werner

Eng '86

President, CEO and Chairman of the Board, SunPower Corporation

Hon. James A. Wynn, Jr.

Law '79

Federal Appeals Court Judge, US Court of Appeals for the Fourth Circuit

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Rector, Santa Clara Jesuit Community and Associate Professor of Theatre and Dance, Santa Clara University

Anne A. Zizzo

Jour '87

CEO, Zizzo Group

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Eng '69
Special Advisor, Morgan Stanley

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Grad '72
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Managing Director and Director of Asset Management, Robert W. Baird Company

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Sp '62, Grad '66

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Bus Ad '65
Ambassador at Large
Honorary Consul General of the Republic of Liberia
Honorary Consul General of the Republic of Honduras

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Arts '68
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Rev. Thomas H. Tobin, S.J.
Professor of Theology, Loyola University Chicago

Rev. L. John Topel, S.J.
Arts '73
Pastor, St. Mary's Star of the Sea Parish

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President, Vogel Consulting Group

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College of Business Administration Annual

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Provost Ex-Officio

Noreen Lephardt, Ph.D. (Secretary)
College of Business Administration Annual

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Opus College of Engineering Annual

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College of Professional Studies Dean's Representative

Sarah Gendron, Ph.D.
Klinger College of Arts and Sciences elected faculty-2017

Janier Ibanez-Noe, Ph.D.
Klingler College of Arts and Sciences elected faculty-2016

Michael Wert, Ph.D.
Klingler College of Arts and Sciences elected faculty-2016

Michael Dole, Ph.D.
College of Business Administration elected faculty-2016

Cheryl Maranto, Ph.D.
College of Business Administration elected faculty-2017

Kurt Gering
Business Administration Part time faculty elected at large-2017

Noreen Lephardt, Ph.D.
Business Administration Participating faculty elected at large-2018

Stephen Hudson-Mairet
Diederich College of Communication elected faculty-2016

Timothy Melchert, Ph.D.
College of Education elected faculty-2018

James Richie, Ph.D.
Opus College of Engineering elected faculty-2016

Joseph Domblesky, Ph.D.
Opus College of Engineering elected faculty-2017

Pradeep Bhagavatula, Ph.D.
School of Dentistry elected faculty-2017

Allison Hyngstrom, Ph.D.
College of Health Sciences elected faculty-2016

Mary Jo Wiemiller
College of Health Sciences Faculty elected at large-2016

Ronda Hughes, Ph.D.
College of Nursing elected faculty-2017

Rev. Michael Class, S.J.
College of Professional Studies elected faculty-2016

Bruce Boyden, J.D.
Law School elected faculty-2014

David Papke, Ph.D.
Law School elected faculty-2016

William Fliss
Academic Library Assembly elected faculty librarian-2015

Scott Mandernack
Library faculty elected at large-2014

Katherine Reiter
Professional/Graduate School Student 2016

Academic Deans and Registrar 2017-18

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College of Health Sciences

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College of Professional Studies

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Office of the Provost

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Senate Liason: Communication Annual

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Amy Blair, Ph.D.
Klingler College of Arts and Sciences/Humanities (sabbatical replacement AY 2015-2016) 2016

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School of Dentistry 2016

Margaret Bull, Ph.D.
College of Nursing 2018

Sharron Chubbuck, Ph.D.

College of Education 2018

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Interim Dean of the Graduate School Ex-Officio

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College of Health Sciences 2016

Heather Hathaway, Ph.D.
Klingler College of Arts and Sciences/Humanities (sabbatical AY 2015-2016) 2016

Alison Julien, J.D.
Law School 2016

Felissa Lee, Ph.D.
College of Business Administration 2017

Stephen Merrill, Ph.D.
Klingler College of Arts and Sciences/Natural Science (sabbatical replacement fall term 2015)

Stephen Saunders, Ph.D.
Klingler College of Arts and Sciences/Social Sciences 2015

Kathleen McKeown
Graduate Student (GSO) 2016

Faculty and Administration 2017-18

Graduate School of Management

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Professor of Economics

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Assistant Professor of Marketing

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Chair, Accounting

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University of South Carolina
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Assistant Director, Business Career Center

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Marquette University
Instructor of Economics

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Associate Professor of Management

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Southern Methodist University
Instructor of Marketing

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Cranfield School of Management, Cranfield University
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University of Chicago
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Virginia Polytechnic Institute
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University of Wisconsin-Whitewater
Instructor of Accounting

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University of North Carolina-Chapel Hill
Professor Emeritus of Economics

William Camp, M.B.A.
Washington University at St. Louis
Visiting Instructor of Finance

Mark Cane, M.B.A.
University of Minnesota-Twin Cities
Instructor of Management

William Caraher, M.B.A.
Marquette University
Instructor of Management

George Cashman, Ph.D.
Arizona State University
Assistant Professor of Finance

Johnette L. (Jay) Caulfield, Ph.D.
Marquette University
Assistant Professor of Management

Abdur R. Chowdhury, Ph.D.

University of Kentucky
Professor of Economics

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Binghamton University
Professor of Economics

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University of Pennsylvania
Instructor of Management
Adjunct Assistant Professor of Professional Studies

Stephen J. Cole, Ph.D.
University of California-Irvine
Assistant Professor of Economics

Robert D. Collins, M.S.
Marquette University
Adjunct Assistant Professor of Management

George F. Corliss, Ph.D.
Michigan State University
Professor of Management
Professor Emeritus of Electrical and Computer Engineering

John L. Cotton, Ph.D.
University of Iowa
Professor of Management

Joseph P. Daniels, Ph.D.
Indiana University
Professor of Economics
Chair, Economics
Co-director, Center for Global and Economic Studies

John B. Davis, Ph.D.
Michigan State University
Professor of Economics

Jane Dolan, M.B.A.
Marquette University
Instructor of Management

Michael P. Dole, M.S., C.P.A., C.F.P.
University of Wisconsin-Milwaukee
Adjunct Assistant Professor of Accounting

Janis Doleschal, M.A.
University of Wisconsin-Milwaukee
Instructor of Management

Srinivas Durvasula, Ph.D.
University of South Carolina
Professor of Marketing
Sabbatical: Spring 2016

Eileen Ennis, S.S.N.D., M.S.
Marquette University
Adjunct Instructor of Management
Adviser, Undergraduate Programs

Mark Eppli, Ph.D.
University of Wisconsin-Madison
Professor of Finance
Robert B. Bell, Sr. Chair, Real Estate

Douglas A. Fisher, D.B.A.
Indiana University
Assistant Professor of Management
Director, Center for Supply Chain Management

Wenlian Gao, Ph.D.
University of Wisconsin-Milwaukee
Instructor of Finance

Kurt Gehring, M.L.S.
Marquette University
Instructor of Management

Daniel Geigler, M.B.A.
Marquette University
Instructor of Finance

Don Giacomino, D.B.A.
University of Kentucky
Professor of Accounting
Donald Flynn Chair, Accounting

Jodi Gissel, Ph.D.
University of Wisconsin-Madison
Assistant Professor of Accounting

Michael Griffin, J.D.
Marquette University
Instructor of Accounting

Cindy J. Gruber, M.B.A.
University of Wisconsin-Milwaukee
Adjunct Instructor of Accounting

Andrew R. Hanson, Ph.D.
Syracuse University
Associate Professor of Economics

Sara Harris, J.D.
Marquette University
Instructor of Management

Martin Hassell, Ph.D.
University of Arkansas
Assistant Professor of Management

Sheryl Hopkins, M.I.L.R.
University of Wisconsin - Milwaukee
Instructor of Management

Jamshid C. Hosseini, Ph.D.
Portland State University
Associate Professor of Management
Director, International Business Studies
Sabbatical: Spring 2016

Margaret Hughes-Morgan, Ph.D.
University of Kentucky
Assistant Professor of Management

Jeff Janz, Ph.D.
Marquette University
Instructor of Management
Assistant Vice President of Student Affairs

Keith Jennings, M.B.A.

Western Illinois University
Instructor of Marketing

Nicholas A. Jolly, Ph.D.
University of Connecticut
Assistant Professor of Economics

Lawrence Kahn, J.D.
University of Wisconsin - Madison
Instructor of Management

Kate M. Kaiser, Ph.D.
University of Pittsburgh
Associate Professor Emerita of Management

Lawrence Kean, M.B.A.
Marquette University
Instructor of Accounting

Timothy J. Keaveny, Ph.D.
University of Minnesota-Twin Cities
Professor Emeritus of Management

Maira Kelly, M.D.R.
Marquette University
Instructor of Management

June-Young Kim, Ph.D.
University of Wisconsin-Madison
Assistant Professor of Management

Heather H. Kohls, Ph.D.
University of Wisconsin-Milwaukee
Adjunct Associate Professor of Economics

Richard Kolbe, M.B.A.
DePaul University
Instructor of Management

Kalin Kolev, Ph.D.
Michigan State University
Assistant Professor of Management

Michael Korpela, M.B.A.
Marquette University
Instructor of Management

Peter Kranstover, M.A.
University of Wisconsin-Madison
Instructor of Economics

David S. Krause, Ph.D.
North Central University
Adjunct Assistant Professor of Finance
Director, Applied Investment Management Program

Barbara L. Kren, M.S.
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