

# Graduate School of Management

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## 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:

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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](mailto:mba@marquette.edu), and the website is [marquette.edu/gsm](http://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>).