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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

Having chosen to invest a significant portion of your time and energy to pursue a degree at Marquette University, you are likely already beginning to understand what makes this university community special – what sets this 90-acre area in the heart of Milwaukee apart from any other place in the world.

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.

But a Marquette education goes beyond the educational foundation your courses provide. Through 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, your time at Marquette will be more than an education. 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.

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, listen to their perspectives gleaned from years in their respective fields, engage in meaningful dialogue and learn from their engagement with the Ignatian spirit that flows throughout campus.

During my six years on campus, I’ve come to realize that 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. We hope that your time here prepares you to leave Marquette better than you found it, to contribute your unique gifts to enriching the diversity of our campus community, and to be ready to go out into the world and be men and women for others.

Dr. Margaret Faut Callahan, C.R.N.A., F.N.A.P., F.A.A.N.
Interim Provost
Dean of the College of Nursing

History

Marquette University was founded in 1881 by members of the Society of Jesus, a Catholic religious order established in 1540 by St. Ignatius Loyola. The university is named after Father Jacques Marquette (1637-1675), a French, Jesuit missionary and explorer in North America.

The origins of Marquette University date from 1848 when the Most Rev. John Martin Henni, first bishop of Milwaukee, obtained $16,000 from Guillaume DeBoey, a Belgian, Catholic businessman, to establish a Jesuit college. Bishop Henni petitioned the Jesuits to open a school, Marquette College, in Milwaukee. Because the Jesuits lacked personnel to undertake the project for decades, Marquette College did not open until 1881.

Marquette remained a small liberal arts college for men at North 10th and West State streets until 1907. That year its leaders obtained a university charter from the state of Wisconsin and moved operations to a building just east of the Church of the Gesu, at North 12th Street and West Wisconsin Avenue. That building, Johnston Hall, is the oldest building on the Marquette campus.

Between 1907 and 1913, Marquette expanded to include divisions of medicine, dentistry, nursing, pharmacy, law, business, engineering, music and journalism. In 1909, Marquette became the first Catholic university in the world to offer coeducation as part of its regular undergraduate program.
Following World War II, enrollment at Marquette increased dramatically, as at other American colleges and universities. Demand for graduate and professional education grew. In 1957-58, Marquette became for a short time the largest Catholic university in the nation.

In the 1960s and ‘70s, Marquette introduced doctoral programs in various fields, including religious studies, biology, history and chemistry.

Since 1990, Marquette has added numerous programs, including degree programs for working adults, which offer courses on campus as well as at satellite locations in southeastern Wisconsin; a part-time law program; an executive master of business administration program; programs in physician assistant studies and exercise science; and a Graduate School of Management.

Today Marquette University has a campus of approximately 90 acres and 60 buildings located near downtown Milwaukee. It consists of 12 colleges and schools:

- Arts and Sciences
- Business Administration
- Communication
- Dentistry
- Education
- Engineering
- Graduate
- Health Sciences
- Law
- Management (Graduate)
- Nursing
- Professional Studies

**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.
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 our differences. This call to action is integral to the tradition that we share.

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

<table>
<thead>
<tr>
<th>College/School</th>
<th>Name of Agency</th>
<th>Academic Programs</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Klingler College of Arts and Sciences</td>
<td>American Psychological Association</td>
<td>Graduate Psychology – PhD in Clinical Psychology</td>
<td><a href="http://www.apa.org/">http://www.apa.org/</a></td>
</tr>
<tr>
<td>Diedrich College of Communication</td>
<td>Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)</td>
<td>-BA in Advertising -BA in Broadcast and Electronic Communication -BA in Journalism -BA in Public Relations -MA in Advertising and Public Relations -MA in Journalism</td>
<td><a href="http://www2.ku.edu/~acejmc/">http://www2.ku.edu/~acejmc/</a></td>
</tr>
<tr>
<td>Diedrich College of Communication</td>
<td>National Association of Schools of Theatre</td>
<td>BA degree with major in Theatre Arts</td>
<td><a href="http://nast.arts-accredit.org/">http://nast.arts-accredit.org/</a></td>
</tr>
<tr>
<td>School of Dentistry</td>
<td>Commission on Dental Accreditation (CODA) of the American Dental Association</td>
<td>DDS, certificate and master’s in advanced specialty education programs in endodontics, orthodontics and dentofacial orthopedics, and prosthodontics, certificate in advanced education in general dentistry.</td>
<td><a href="http://www.ada.org/117.aspx">http://www.ada.org/117.aspx</a></td>
</tr>
<tr>
<td>College of Education</td>
<td>American Psychological Association</td>
<td>Graduate Education – PhD in Counseling Psychology</td>
<td><a href="http://www.apa.org/">http://www.apa.org/</a></td>
</tr>
</tbody>
</table>
### College of Education

**National Council for Accreditation of Teacher Education (NCATE)** accredited under the CAEP accreditation system

- BS degree with majors in elementary/middle education and middle/secondary education
- MED degrees in educational administration, elementary education, secondary education
- MA degrees in curriculum and instruction, educational policy and foundations, literacy

http://www.ncate.org/

**Council for Accreditation of Counseling and Related Educational Programs**

- MA Counseling: Specialization in School Counseling
- MS-Clinical Mental Health Counselor

**College of Engineering**

- The Biomedical Engineering, BSBE program is accredited by the Engineering Accreditation Commission of ABET
- The Civil Engineering, BSCE program is accredited by the Engineering Accreditation Commission of ABET
- The Computer Engineering, BSCO program is accredited by the Engineering Accreditation Commission of ABET
- The Electrical Engineering, BSEE program is accredited by the Engineering Accreditation Commission of ABET
- The Mechanical Engineering, BSME program is accredited by the Engineering Accreditation Commission of ABET
- The Construction Engineering and Management, BS CEAM program has applied for accreditation by the Engineering Accreditation Commission of ABET

http://www.abet.org/

**Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA)**

- Master of Physician Assistant

http://www.arc-pa.org/index.html

**American Society of Exercise Physiologists**

- BS degree with major in Exercise Physiology

http://www.asep.org/

**Commission on Accreditation in Physical Therapy Education (CAPTE)**

- Doctor of Physical Therapy

http://www.capteonline.org/home.aspx

**Commission on Accreditation of Athletic Training Education (CAATE)**

- Baccalaureate in Athletic Training

http://www.caate.net/imis15/caate/

**Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association**

- MS in Speech-Language Pathology

http://www.asha.org/academic/accreditation/CAA_overview.htm

**National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)**

- BS degree with major in Clinical Laboratory Sciences

http://www.naacls.org/

**Section of Legal Education and Admissions to the Bar of the American Bar Association**

- JD

http://www.americanbar.org/groups/legal_education.html

**Commission on Collegiate Nursing Education**

- Bachelor of Science in Nursing
- Master of Science in Nursing
- Doctor in Nursing Practice

http://www.aacn.nche.edu/ccne-accreditation

**Accreditation Commission for Midwifery Education (ACME)**

- Certificate in Nurse Midwifery
- MS in Nursing with a specialization in Nurse Midwifery

http://www.midwife.org/

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### Certification, Licensure, Credentialing and Other Recognitions

<table>
<thead>
<tr>
<th>College/School</th>
<th>Name of Agency</th>
<th>Academic Programs</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Klingler College of Arts and Sciences</td>
<td>American Chemical Society</td>
<td>BS in Chemistry, Molecular Biology/biochemistry, Chemistry for the Professions</td>
<td><a href="http://portal.acs.org/portal/PublicWebSite/about/governance/committees/training/acsapproved/index.htm">http://portal.acs.org/portal/PublicWebSite/about/governance/committees/training/acsapproved/index.htm</a></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>College of Business Administration</th>
<th>Chartered Financial Analyst (CFA) Institute</th>
<th>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.</th>
<th><a href="http://www.cfainstitute.org/partners/university/Pages/cfa_program_partners_overview.aspx">http://www.cfainstitute.org/partners/university/Pages/cfa_program_partners_overview.aspx</a></th>
</tr>
</thead>
</table>
| College of Education | Wisconsin Department of Public Instruction | College of Education:  
- Licensure programs in administration: superintendent, director of instruction, principal, reading specialist  
- Licensure programs in teaching: middle childhood-early adolescences; early adolescence-adolescence  
Graduate Education:  
- Licensure programs in pupil services: school counselor  
- Licensure program in teaching: supplemental teaching-reading specialist  
Graduate Speech-Language Pathology  
- Licensure programs in teaching: special education - speech and language pathology  
- Licensure program in bilingual-bicultural (18 credit-hour minor) | http://tepdl.dpi.wi.gov/epp/educator-preparation-program-providers |
| 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 CAAHEP. The CAAHEP assessors and standards come from the American Association of Blood Banks (AABB). AABB does not conduct a separate accreditation for CAAHEP; rather, CAAHEP relies on AABB to conduct the CAAHEP accreditation visit, but the accreditation comes from CAAHEP. | 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://drl.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, ProHealth Care, & 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.nsca.com/Home/ |
Legal Disclosure

Marquette University does not discriminate in any manner contrary to law or justice on the basis of race, color, gender, age, sexual orientation, religion, disability, veteran's status or national origin in its educational programs or activities, including employment and admissions. At the same time, Marquette cherishes its right and duty to seek and retain personnel who will make a positive contribution to its religious character, goals, and mission in order to enhance the Jesuit, Catholic tradition. Federal laws (Titles VI, VII and IX; the Age Discrimination Act in Employment of 1967 as amended, the Rehabilitation Act of 1973 as amended, the Veteran’s Readjustment Assistance Act of 1974, and the Americans With Disabilities Act of 1990) prohibit such discrimination.

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 Student Educational Services; Alumni Memorial Union; P.O. Box 1881; Milwaukee, WI 53201-1881; (414) 288-1645, V/T.

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 the Affirmative Action Officer: Straz Tower, P.O. Box 1881, Milwaukee, WI 53201-1881, (414) 288-3430. Student and employee inquiries concerning the application of Title IX may be referred to Marquette University’s Title IX Coordinator, a Deputy Title IX Coordinator or to the Office for Civil Rights. Specific contact information can be found on the Title IX website (http://www.marquette.edu/sexual-misconduct/title-IX.shtml).

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.

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Sponsoring Marquette Academic Unit</th>
<th>Portion of the Program that is delivered by the Entity/Institution</th>
<th>Method of Delivery</th>
<th>Costs Students May be Expected to Incur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milwaukee Institute of Art and Design</td>
<td>Milwaukee, WI</td>
<td>College of Communication</td>
<td>Various; Fine Arts- Motion narrative minor 33-100%; Fine Arts- Graphic Design minor 100%; Fine Arts-Photography minor 100%; Fine Arts-Studio Art minor 83%</td>
<td>In person</td>
<td>Students pay Marquette tuition for the MIAD courses; No additional tuition is charged; however, MIAD courses may have course-specific fees for supplies.</td>
</tr>
<tr>
<td>Medical College of Wisconsin</td>
<td>Wauwatosa, WI</td>
<td>Graduate School</td>
<td>Master’s in Healthcare Technologies Management-33%; Master’s in Bioinformatics- up to 49%; Ph.D. in Biomedical Engineering with Functional Imaging Specialization-40%; all other full-time Ph.D. students- up to 6 credits.</td>
<td>In person</td>
<td>Students pay Marquette tuition; there are no additional costs to the students.</td>
</tr>
<tr>
<td>University of Wisconsin - Milwaukee</td>
<td>Milwaukee, WI</td>
<td>Graduate School</td>
<td>Up to 6 credits.</td>
<td>In person or on-line classes depending on method of delivery that UWM uses.</td>
<td>Students pay Marquette tuition; there are no additional costs to the students.</td>
</tr>
<tr>
<td>The Blood Center of Wisconsin</td>
<td>Milwaukee, WI</td>
<td>Graduate School</td>
<td>MS in Transfusion Medicine 18 out of 38-40 credits are awarded</td>
<td>In person</td>
<td>$4,690.00 total for the entire 18 credits</td>
</tr>
<tr>
<td>General Electric (GE) Edison Systems</td>
<td>Waukesha, WI</td>
<td>Graduate School</td>
<td>Master’s in Electrical and Computer Engineering-30%; Master’s in Biomedical Engineering-18-20%; Master’s in Mechanical Engineering-18-20%</td>
<td>In person</td>
<td>None; this training is required as part of the students' employment at GE.</td>
</tr>
<tr>
<td>General Electric (GE) Edison Healthcare</td>
<td>Barrington, IL and Waukesha, WI</td>
<td>Graduate School</td>
<td>Master’s in Computing-33-40%</td>
<td>In person</td>
<td>None; this training is required as part of the students' employment at GE.</td>
</tr>
<tr>
<td>Name</td>
<td>Location</td>
<td>Sponsoring Entity/Institution</td>
<td>Portion of the Program that is delivered by the Entity/Institution</td>
<td>Method of Delivery</td>
<td>Costs Students May Be Expected to Incur</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------</td>
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<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Monash University</td>
<td>Melbourne, Australia</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$31,135 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>University of Innsbruck</td>
<td>Innsbruck, Austria</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,855 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Universiteit Antwerpen</td>
<td>Antwerp, Belgium</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,927 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Australian Catholic University</td>
<td>Sydney, Brisbane and Melbourne;</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>Various</td>
<td>$31,135 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Laval University</td>
<td>Quebec, Canada</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>Varies by session. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Marquette en Chile</td>
<td>Santiago, Chile</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$28,770 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>BIT (Beijing Institute of Technology)</td>
<td>Beijing, China</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,285 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Peking University</td>
<td>Beijing, China</td>
<td>College of Business Administration</td>
<td>Students typically earn 3-9 credits in the summer term.</td>
<td>In person</td>
<td>$5,516 Varies by credit load. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Peking University, Guanghua School of Management</td>
<td>Beijing, China</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,310 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>The Beijing Center for Chinese Studies</td>
<td>Beijing, China</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$26,120 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Tongji University Shanghai, China</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,910 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
<td></td>
</tr>
<tr>
<td>Programme</td>
<td>Host Institution</td>
<td>Location</td>
<td>Credit Hours</td>
<td>Tuition Fee</td>
<td>Additional Information</td>
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<tr>
<td>Danish Institute for Study Abroad Session</td>
<td>Copenhagen, Denmark</td>
<td>Office of International Education</td>
<td>Students typically earn 3-10 credits in the summer term.</td>
<td>Various</td>
<td>Varies by credit load; students pay the program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>University of Copenhagen</td>
<td>Copenhagen, Denmark</td>
<td>Office of International Education</td>
<td>For graduate students only; Students earn one semester's worth of credit, typically 6-9 credits.</td>
<td>In person</td>
<td>$32,885 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>University of Southern Denmark</td>
<td>Sonderborg, Denmark</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$33,155 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<td>American University in Cairo</td>
<td>Cairo, Egypt</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$27,574 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<td>American University in Cairo</td>
<td>Cairo, Egypt</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$9,371; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<td>Casa de la Solidarida</td>
<td>San Salvador, El Salvador</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$24,350 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Casa de la Solidaridad</td>
<td>San Salvador, El Salvador</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>Various</td>
<td>$6,511 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>University of Birmingham</td>
<td>Birmingham, England</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$27,720 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>University of Kent</td>
<td>Catterbury, England</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$28,999; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>City University</td>
<td>London, England</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,075 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Kings College</td>
<td>London, England</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,899 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<td>Kings College Summer Program</td>
<td>London, England</td>
<td>Office of International Education</td>
<td>Students typically earn 3-6 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>St. Mary’s-Twickenham</td>
<td>London, England</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,169 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>European Summer Program at Lille Catholic University</td>
<td>Lille, France</td>
<td>Office of International Education</td>
<td>Students typically earn 5-9 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load/subjects studied; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Universite Catholique de Lille</td>
<td>Lille, France</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$27,434 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Universite Catholique de Lyon (ESDES)</td>
<td>Lyon, France</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,990 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Universite Catholique de Lyon (ESDES)</td>
<td>Lyon, France</td>
<td>College of Business Administration</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$7,867 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Institut Catholique de Paris</td>
<td>Paris, France</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$30,970 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Institut Catholique Paris Summer Program</td>
<td>Paris, France</td>
<td>Office of International Education</td>
<td>Students typically earn 6-9 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load/subjects studied; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Pole, ESG</td>
<td>Paris, France</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$33,440 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Sciences-Po</td>
<td>Paris, France</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,934 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Location</td>
<td>Program Name</td>
<td>Credits</td>
<td>Tuition</td>
<td>Payment Details</td>
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<tr>
<td>Poitiers, France</td>
<td>Universite de Poitiers</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,314 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Strasbourg, France</td>
<td>EM Strasbourg</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,890 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Strasbourg, France</td>
<td>EM Strasbourg</td>
<td>College of Business Administration</td>
<td>Students typically earn 7 credits in the summer term.</td>
<td>In person</td>
<td>$7,631 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Dusseldorf, Germany</td>
<td>ILK Dusseldorf</td>
<td>Office of International Education</td>
<td>Students typically earn 6-9 credits in the summer term.</td>
<td>In person</td>
<td>$5,012; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Eichstaett, Germany</td>
<td>Catholic University of Eichstätt/Ingolstadt</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,890 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Frankfurt, Germany</td>
<td>Goethe University</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$29,320 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Marburg, Germany</td>
<td>Phillips University</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$28,284 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Tai Po, Hong Kong</td>
<td>Hong Kong Institute of Education</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$26,209 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Gurgaon, India</td>
<td>Management Development Institute</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$28,805 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Dublin, Ireland</td>
<td>University College Dublin</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$31,649 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Dublin, Ireland</td>
<td>University College Dublin</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>Various</td>
<td>$10,347 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Galway, Ireland</td>
<td>National University of Ireland</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$27,318 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Galway, Ireland</td>
<td>National University of Ireland, Galway Summer Program</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$6,401 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Florence, Italy</td>
<td>Gonzaga in Florence Summer Program</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$12,407 students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Florence, Italy</td>
<td>Gonzaga University</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,187; students pay the program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Milan, Italy</td>
<td>Universita Cattolica del Sacro Cuore</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$31,399; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Milan, Italy</td>
<td>Universita Cattolica del Sacro Cuore</td>
<td>Office of International Education</td>
<td>Students typically earn 3-9 credits in the summer term.</td>
<td>Various</td>
<td>Varies by credit load; students pay the program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Rome, Italy</td>
<td>John Cabot University</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,124 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Rome, Italy</td>
<td>John Cabot University Summer Program</td>
<td>Office of International Education</td>
<td>Students typically earn 3-12 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Rome, Italy</td>
<td>John Felice Rome Center</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$28,493 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Institution</td>
<td>City/Country</td>
<td>Location Type</td>
<td>Credit Hours</td>
<td>Fee (Approx.)</td>
<td>Notes</td>
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<tr>
<td>Loyola Rome Center</td>
<td>Rome, Italy</td>
<td>Office of International Education</td>
<td>Students typically earn 3-12 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Sophia University</td>
<td>Tokyo, Japan</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$30,249 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Sophia University</td>
<td>Tokyo, Japan</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$4,266 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>AMIDEAST Rabat</td>
<td>Amman, Jordan</td>
<td>Office of International Education</td>
<td>Students typically earn 6-12 credits in the summer term.</td>
<td>Various locations</td>
<td>Varies by credit load; students pay the program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Universidad Iberoamericana</td>
<td>Mexico City, Mexico</td>
<td>College of Business Administration</td>
<td>Students typically earn 3-6 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load; students pay the program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Tecnologico de Monterrey</td>
<td>Various cities, Mexico</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>Varies by location. $26,038 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>AMIDEAST Rabat</td>
<td>Rabat, Morocco</td>
<td>Office of International Education</td>
<td>Students typically earn 5 credits in the summer term.</td>
<td>In person</td>
<td>$6,979 (3 credits) or $11,279 (6 credits); students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>South Africa Service Learning Program</td>
<td>Bellville, Republic of South Africa</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$26,810 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Sogang University</td>
<td>Seoul, South Korea</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$27,734 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Sogang University</td>
<td>Seoul, South Korea</td>
<td>Office of International Education</td>
<td>Students typically earn 6-9 credits in the summer term.</td>
<td>In person</td>
<td>Varies by credit load. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>IQS-Universitat Ramon Llull</td>
<td>Barcelona, Spain</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,945 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>ETEA</td>
<td>Cordoba, Spain</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$33,045 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>ICADE Summer Program</td>
<td>Madrid, Spain</td>
<td>College of Business Administration</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>$7,417 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>Marquette en Madrid</td>
<td>Madrid, Spain</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$21,733 (home stay) or $21,733 (Home stay) or $19,233 (Apartment) Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Universidad Pontificia Comillas, ICADE</td>
<td>Madrid, Spain</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,995 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Universidad de Duesto</td>
<td>San Sebastian, Spain</td>
<td>College of Business Administration</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>$32,995 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Center for Education Abroad at Arcadia University</td>
<td>Various locations, Spain</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>Varied by program; students pay the program directly. Additional information is found here: <a href="http://arcadia.edu/abroad/">http://arcadia.edu/abroad/</a></td>
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<tr>
<td>Center for Education Abroad at Arcadia University</td>
<td>Various locations, Spain</td>
<td>Office of International Education</td>
<td>Students typically earn 3-9 credits in the summer term.</td>
<td>In person</td>
<td>Varies by program; students pay program directly. Additional information is found here: <a href="http://www.arcadia.edu/abroad/">http://www.arcadia.edu/abroad/</a></td>
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<tr>
<td>ISU Hessen</td>
<td>Various locations, Germany</td>
<td>Office of International Education</td>
<td>Students typically earn 6 credits in the summer term.</td>
<td>In person</td>
<td>Varies by location; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
</tr>
<tr>
<td>Program</td>
<td>Locations</td>
<td>Office of International Education</td>
<td>Credits Earned</td>
<td>Format</td>
<td>Cost</td>
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<tr>
<td>NARETI Biomedical Engineering Exchange</td>
<td>Various locations</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>Varies by location. $28,717 Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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<tr>
<td>School for International Training (SIT)</td>
<td>Various locations</td>
<td>Office of International Education</td>
<td>Students earn one semester's worth of credit, typically 12-18 credits.</td>
<td>In person</td>
<td>Varies by program; students pay program directly. Additional information is found here: <a href="http://www.marquette.edu/abroad/where.shtml">http://www.marquette.edu/abroad/where.shtml</a></td>
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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 learning with you!

Mark J. Eppli, Ph.D.
Interim Keyes Dean of Business Administration and
Bell Chair in Real Estate

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 will 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 will be 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 2014–2015 for all official deadlines. Deadlines are also posted on the website (http://business.marquette.edu/academics/gsm).
Admission and Readmission

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 BC 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 will not transfer to degree programs.

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 1 semester 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 will not transfer to the degree program. 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. Paper applications will be accepted only on a need-based, pre-approved basis.

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. Applications will not be 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) or Graduate Records Exam (GRE)
• Essay questions on page 7 of the application form (not required for Economics).
• Resume or job profile.
• Three letters of recommendation for Economics and Executive MBA 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 for Accounting, Business Administration and Human Resources graduate programs.
• 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 semester 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
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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.

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) for the GMAT and at 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 requires the GMAT or GRE for admission to the master’s programs. For information about this test, contact the Graduate Management Admission Council®, 1600 Tysons Blvd., Ste. 1400, McLean, VA 22102 or visit mba.com (http://www.mba.com) or call (800) 717-GMAT (4628) for more information.

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)
All Graduate School of Management programs require the GMAT or GRE for admission to the master's programs. For information about this test, contact the Educational Testing Service, P.O. Box 6000, Princeton, NJ 08541-6000. Visit gre.org (http://www.gre.org) or call (609) 771-7670 or (866) 473-4373 for more information.

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) 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 will be 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)

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 will be issued. Financial verification, in the form of an appropriate sponsorship statement and an advance deposit (in U.S. currency) must be sent to Marquette before the certificate of eligibility for a visa will be issued. Students wishing to have their I-20 express mailed to them must put the request in writing and submit it along with the required advance deposits and financial verification paperwork. The added cost for express mail requests will be subtracted from the advance deposit. The express mail charge is non-refundable. The premium for the first term of health and repatriation insurance required of all F-1 and J-1 students will be 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 will be 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) will be refunded. A written request for a refund along with the required refund form must be sent back to the Graduate School of Management with the original I-20.
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 will be 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 will be 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 in a specified time period, or other appropriate terms.

Requests for readmission from students who have been suspended will be 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 15 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

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.

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.

Marquette University 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.
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 and patent 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.
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, 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 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.

The Marquette Academic Integrity philosophy expressed above is incorporated within the Academic Honesty Policy outlined below.

Academic Honesty Policy

Preamble

Marquette University is committed to developing the whole person, spiritually, mentally, physically, socially and ethically. As an institution of higher education, love of truth is at the center of the university’s enterprise, and academic honesty, in all its forms, is an explicit value of the university. The development and practice of academic honesty and integrity, both inside and outside the classroom, are expectations for all members of the university community. In order to cultivate academic honesty in its students, instructors take every opportunity to help students appreciate both the process and the principles of academic integrity.

Academic honesty can be best understood by academic ethical standards guiding faculty in their work. That is to say, an individual’s contributions, in terms of words and scholarly findings, belong to him or her alone. Furthermore, the integrity of that which one claims to be scholarly knowledge rests on the accurate demonstration of the assumptions and reasoning that produced it. These standards are used as the implicit basis for teaching and learning in the university.

In order for instructors to fairly assess the quality and quantity of a student’s learning as determined by work that students represent as their own, a relationship of trust between instructor and student is essential. Because violations of academic integrity most often involve, but are not limited to, efforts to deceive instructors, they represent a breach of the trust relationship between instructor and student, and undermine the core values of the university.

Responsibility for Academic Honesty

This policy applies to all undergraduate programs and to students and faculty in programs under the auspices of the Graduate School of Management. Graduate School of Management students should appeal to the Graduate School of Management while professional students should appeal to the appropriate person in their college or school, i.e., Graduate School or College of Health Sciences. School of Dentistry and Law School students must follow the appeal processes put forth by their respective schools.

ACADEMIC HONESTY consists of truth telling and truthful representations in all academic contexts. All members of the academic community have a responsibility to ensure that academic honesty is maintained. In what follows the wording “chair” refers to either a department chair or an equivalent official, “associate dean” refers to either an associate dean or an equivalent official, or in the case of the Graduate School it will refer to the assistant vice provost for graduate programs, the word “college” refers to a college, school, or other academic unit, and the words “assigned college” refers to the degree granting college or school (i.e. Graduate School of Management).

Faculty have primary responsibility for:
1. Upholding and enforcing university-wide principles of academic honesty and integrity and informing students of these principles including any qualifications that may be operative in the classes they are teaching.

2. Minimizing opportunities for academic dishonesty in their courses.

3. Confronting students suspected of academic dishonesty in a way that respects student privacy.

4. Affording students accused of academic dishonesty the right to appeal any resulting disputes to disinterested parties for hearing and resolution.

5. Assigning an appropriate grade to a student who engages in academic dishonesty.

6. Reporting all instances of academic dishonesty to the associate dean of the college offering the course.

7. Protecting the anonymity of any student reporting an incident of academic dishonesty to the extent permitted by due process required for the accused and other legal requirements.

Students have responsibility for:

1. Refraining from cheating and plagiarism.

2. Refusing to aid or abet any form of academic dishonesty.

3. Notifying professors and/or their adviser about observed incidents of academic misconduct. The anonymity of a student reporting an incident of academic dishonesty will be protected to the extent permitted by law.

**Definitions of Academic Dishonesty**

ACADEMIC DISHONESTY applies equally to electronic media and print, and involves text, images and ideas. It includes but is not limited to the following examples:

**Cheating**

1. Copying from others during an examination.

2. Communicating exam answers with other students during an examination.

3. Offering another person’s work as one’s own.

4. Taking an examination for another student or having someone take an examination for oneself.

5. Sharing answers for a take home examination or assignment unless specifically authorized by the instructor.

6. Tampering with an examination after it has been corrected, and then returning it for more credit.

7. Using unauthorized materials during an examination.

8. Allowing others to do the research and writing of an assigned paper (including use of the services of a commercial term paper company).

**Dishonest Conduct**

1. Stealing or attempting to steal an examination or answer key from the instructor.

2. Changing or attempting to change academic records without proper sanction.

3. Submitting substantial portions of the same work for credit in more than one course without consulting all instructors involved.

4. Intentionally disrupting the educational process in any manner.

5. Allowing another student to copy off one’s own work during a test.

**Plagiarism**

Plagiarism is intellectual theft. It means use of the intellectual creations of another without proper attribution. Plagiarism may take two main forms, which are clearly related: 1. To steal or pass off as one’s own the ideas or words, images, or other creative works of another and 2. To use a creative production without crediting the source, even if only minimal information is available to identify it for citation.

Credit must be given for every direct quotation, for paraphrasing or summarizing a work (in whole, or in part, in one’s own words) and for information that is not common knowledge.

**Collusion**

Any student who knowingly or intentionally helps another student perform any of the above acts of cheating, dishonest conduct or plagiarism is subject to discipline for academic dishonesty.

**Research Misconduct**

Marquette University has a duty to ensure the integrity of research and will respond to any allegation of research misconduct in a thorough, competent, timely, objective, and fair manner. Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results. The University Research Misconduct Policy (http://www.marquette.edu/orsp/PoliciesProcedures.shtml) applies to faculty, students, and others who are employed by or affiliated with Marquette University. Students who are accused of misconduct related to grant-funded research shall be governed by the procedures outlined in the research misconduct policy. Students who are accused of misconduct related to
research that is not grant-funded and is a part of a student’s academic program will be governed by the University Academic Honesty Policy of this bulletin. Any uncertainty related to which policy will govern a given situations will be decided by the research integrity officer.

**Consequences of Academic Dishonesty**

Regardless of how alleged acts of academic dishonesty are brought to light, faculty and instructors retain the responsibility and the authority to investigate all allegations, although, as outlined below, university administrators may lead these investigations. Because the consequences for academic dishonesty can be severe, the decision to penalize a student for such infractions must be the result of a thorough review. The procedures to be used for adjudicating suspected acts of academic dishonesty are determined by the nature of the misconduct and the seriousness of the offense.

**Procedures for Incidents of Academic Dishonesty**

Students found committing acts of academic dishonesty will be subject to the Marquette University procedures for incidents of academic dishonesty. In what follows the wording “chair” refers to either a department chair or an equivalent official, “associate dean” refers to either an associate dean or an equivalent official, or in the case of the Graduate School of Management it shall refer to the executive associate dean, the word “college” refers to a college, school, or other academic unit, and the words “assigned college” refers to the college granting the degree (i.e. for graduate students the assigned college is the Graduate School of Management).

**First Offenses**

Many, perhaps most, incidents of academic dishonesty involve accusations which are based on clear evidence and which are not contested by the accused student. In such cases, if the infraction is relatively minor and there is no indication that the accused student has previously been involved in such incidents, it is most appropriate that the matter be resolved between the student, the faculty member, and the chair of the department offering the course.

When a faculty member has evidence of a student’s academic dishonesty, the faculty member must initiate communication with the student within 15 calendar days of discovering evidence of academic dishonesty. The faculty member must then present the evidence to the student in a private meeting, always with a facilitator present (e.g., department chair or designee). This meeting should take place within 15 calendar days of the student being notified of the allegation or as soon thereafter as possible. If, after this meeting, it is decided that the student did participate in academic dishonesty the faculty member may follow up with one or more of the following actions:

1. Issue a reprimand to the student
2. Require repetition of the questionable work or examination
3. Reduce the grade on the questionable work or examination (faculty can reduce the grade down to and including an F or zero)
4. Recommend that the student be administratively withdrawn from the course
5. Recommend that the student be given a final grade of F for the course

The faculty must maintain careful documentation of the incident.

It is essential that any disciplinary action be reported in writing to the student in a letter from the faculty member. The faculty member is strongly encouraged to consult with his or her associate dean for questions about appropriate discipline and the form and content of the letter sent to the student. Reference to the “Marquette University Policies on Academic Honesty” should be included in the letter. The letter to the student must be sent out within 15 calendar days of the meeting and may be sent by email with settings for “notify sender of receipt and of opening”. At the same time the letter is sent to the student, a copy must be sent to the department chair and executive associate dean of the college offering the course. In turn, within 5 working days, the executive associate dean of the college offering the course will communicate in writing details of the incident to the associate dean of the student’s assigned college, to ensure that penalties assessed are commensurate with the offense and that repeated infractions can be detected and dealt with appropriately. The executive associate dean of each college is responsible for maintaining confidential records concerning academic dishonesty of students enrolled in that college. All letters reporting faculty imposed academic penalties for academic misconduct will be included in these files.

In most incidents the disciplinary response and procedure for incidents of academic dishonesty concludes at this step.

**Student’s Appeal**

Students have the right of appeal of the allegations of academic dishonesty and the disciplinary actions of the instructor if the student believes the alleged incident of academic dishonesty and/or resultant academic discipline to be unfounded, biased or capricious. In this case the student should submit a formal written appeal stating the grounds for appeal and available documentation to the executive associate dean of the college offering the course within 15 calendar days of the notification of the instructor’s decision. Upon receipt of the appeal the executive associate dean may convene a review of the student’s actions by a college panel. The executive associate dean and/or panel 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, executive associate deans, and others. The executive associate dean of the college offering the course will determine the appropriate disciplinary action and, within 15 calendar days of receipt of the appeal, will provide a written statement to all parties concerned.
Disciplinary Recommendations by Faculty of ADW or F

If the faculty member recommends that the student be administratively withdrawn from the course and assigned a final grade of ADW or that a final grade of F be assigned, the executive associate dean of the student’s assigned college will review the details of the incident and make the final decision within 5 working days of receipt of the request, and provide a written statement to all parties concerned.

Students have the right to appeal the decision of the executive associate dean to issue grades of ADW or F to the dean of the student’s assigned college. This appeal must be made within 15 calendar days of the notification of the grade change. The final decision to uphold or modify the action of the executive associate dean will be provided to the student and executive associate dean within 15 calendar days of receipt of the appeal. The decision of the dean is final.

Repeat or More Serious Offenses

When the executive associate dean of the Graduate School of Management/College of Business Administration is aware of or determines that the student has engaged in multiple incidents of academic dishonesty or the incident in question is of a more serious nature he/she will convene a review of the student’s actions by a college panel within 15 calendar days of learning of the most recent incident. In the case of graduate students, such a panel will be composed of a sub-committee of the University Board of Graduate Studies. More serious incidents may involve repeat offenses, cause injury or harm to others outside the academic community, or other actions deemed to warrant additional consideration. These incidents of academic dishonesty call for more serious disciplinary action up to and including campus wide sanctions of suspension or expulsion. Where incidents involve possible violations of the University Code of Conduct, in addition to the alleged academic dishonesty, consultation with the Office of Student Development is recommended.

Each college will have guidelines for the composition and selection of the college panel to assure a review by experienced faculty and/or administrators not directly involved in the incident(s). The panel reviews all aspects of the student’s record, the details of the student’s behavior and may ask the student, instructor(s), and others to speak with the panel. Within 15 calendar days of being given the charge, the panel will forward its recommendations for appropriate and just disciplinary action to the executive associate dean of the student’s assigned college with a copy to the dean. All disciplinary decisions that involve a campus wide sanction, such as suspension or expulsion, will be made by the dean of the student’s assigned college with all other actions being taken by the associate dean.

Within 15 calendar days of receiving the panel’s recommendation, the executive associate dean or dean, as appropriate, makes the decision known to the student via written documentation that includes a description of the academic dishonesty, the process the decision went through, the resulting decision and appeal procedures. A copy of the decision is placed in the student’s academic file located in the Office of the Registrar.

Students have the right of appeal of the allegation of academic dishonesty and the disciplinary actions of the executive associate dean or the dean of the student’s assigned college. Such appeals must be made within 15 calendar days of receipt of the letter. Actions taken by the executive associate dean should be appealed to the dean of the student’s assigned college. The final decision to uphold or modify the action of the executive associate dean will be provided to the student and executive associate dean within 15 calendar days of receipt of the appeal. The decision of the dean is final.

For actions of the dean involving campuswide sanctions, such as suspension or expulsion, students have 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 15 calendar days of the notification of the decision of the dean. 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), executive associate dean(s), deans and others. The final decision to uphold or modify the action of the dean will be provided to the student and to the dean and executive associate dean of the student’s assigned college within 15 calendar days of receipt of the appeal. A copy of the provost’s decision will be placed in the student academic file maintained in the Office of the Registrar. The decision of the provost is final.

Other Considerations

The executive associate dean may exclude students who have on file recorded acts of academic dishonesty, as defined by this policy, from consideration for academic honors at graduation. Exclusion from consideration for honors is not for the purposes of this policy to be considered a campus wide sanction.

Maintenance of Disciplinary Records

Records relating to academic dishonesty will be maintained by the Office of the Registrar to promote consistency of penalties for academic dishonesty and to ensure appropriate action against repeat offenders. The university will not release a student’s disciplinary records to any other person and/or entity, unless authorized to do so by the student in question or when authorized 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 or college. 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.

This policy evolved from a collaborative effort that included members of the Marquette University Committee on Academic Procedures, Marquette University Board of Undergraduate Studies, and the Marquette University Board of Graduate Studies. These groups would like to express their gratitude to the University of California–Irvine whose UCI Academic Senate Policy on Academic Honesty provided the framework for the resulting document.

**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 Cs (nine hours) or a combination of four BCs and Cs (12 hours), or one grade of F or U; 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 will be issued by the department to the student, or a recommendation will be made to the dean of the Graduate School of Management that the student be dropped from the graduate program.

Academic Review communication will be 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 will also permanently appear on the student’s official transcript. The statuses that will 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
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 that 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 warning or probation status (see below) will be sent a letter from the Graduate School of Management that their performance is below expectations.

Warning Level 2: Students that earn multiple BCs or Cs in a given term or over their graduate career but have not reached the limits of dismissal, will receive 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 BC/C grades, 6-8 credits of C grades, 1-2 credits of F or U 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 will also be ineligible for financial aid due to failure to maintain Satisfactory Academic Progress.

Unsatisfactory work includes:
- 9 attempted units of C grades.
- 12 attempted units of BC or C grades. (This includes either 12 units of BC grades; 12 units of C grades; or 12 credits of some combination of BC and C grades.)
- 3 attempted units of F, U or UNC grades. (This includes 3 units of F grades; 3 units of U grades; 3 units of UNC grades; or 3 units some combination of F, U and UNC grades.)
- Attempted 9 or fewer 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.

College Academic Alert (CAA)
The Graduate School of Management reserves the right to dismiss students for issues other than RWAR. These dismissals will 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 will also...
respond 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 will respond 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 will be dropped from any subsequent enrolled terms.

Dismissed students may apply for readmission through the normal admission process. A period of at least one semester may be required by the academic department before readmission will be 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 will, in turn, forward 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 he or she has the ability to succeed in graduate studies. The student’s transcripts will indicate dismissal if such should occur. If the student is subsequently granted readmission, the grade point average will continue 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 at the undergraduate level. A minimum of 30 semester credit hours must be earned in the major.
- **Minor:** A course of study in a discipline or interdisciplinary cluster at the undergraduate level that is other than the student’s major area 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 within an undergraduate major. 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 12 semester credit hours must be earned in a certificate program.

**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 will 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. Please 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 will 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 will 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 will 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 will 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 and be hooded and honored at the May Law School Hooding Ceremony of the same calendar year.
   - Law students:
     - Summer graduates: Students who are in good academic standing, have met the appropriate graduation application deadline and will 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 will 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 will appear in the Commencement Program in which they participate; however, those students who are in degree programs that award graduation honors and choose to participate in commencement before completion of all degree requirements, will not have honors noted in the program.

5. Degree conferral is certified by the official Marquette transcript noting the degree completion. Receipt of a diploma or participation in the Commencement ceremony 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). The Graduate School of Management ceremony may require tickets. For further information on the Graduate School of Management ceremony, contact the GSM office.
Communication

As a new 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 will be 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. 41) in this bulletin.

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 advisor and Graduate School of Management.

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

1. The student and his/her 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 will be 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 will govern. If there are multiple components to the case, they may be separated and reviewed independently by the appropriate authorities.

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.
**Intellectual Property**

Students will acquaint themselves with the University's Intellectual Property Policy (http://www.marquette.edu/orsp/IntellectualProperty.shtml). Marquette University students are subject to the policy when, working for pay or for academic credit, they participate in faculty research programs.

**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 semester:

1. **Classroom Based Courses:** must meet a minimum of 50 minutes per credit, per week. In addition, it is expected that an additional workload will be 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 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 semester 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. 20) 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). 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. 19) 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 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 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 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).

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 will be based on all courses taken during the student’s graduate career, including prerequisite and repeated courses, if any. Note: Credits that are accepted for a Marquette degree, if transferred from another university, will not be included when calculating the student’s grade point average. The official Marquette GPA of all students is calculated by the student information system and this GPA will not be rounded up or down for any reason.

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 will not be rounded up or down for any reason. (For the effect of F and U grades, refer to Academic Review.) Graduate students may not be assigned a CD 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 may be submitted by the student once permanent grades are assigned during final grading for the session in which the class is offered. Likewise, no additional work may be submitted once the deadline to change the temporary grades of I, IC or IE has passed.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Achievement</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Superior</td>
<td>4.000</td>
</tr>
<tr>
<td>AB</td>
<td></td>
<td>3.500</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.000</td>
</tr>
<tr>
<td>BC</td>
<td></td>
<td>2.500</td>
</tr>
<tr>
<td>C</td>
<td>Minimally acceptable on a limited basis for graduate credit</td>
<td>2.000</td>
</tr>
<tr>
<td>CD</td>
<td>Not approved for graduate students</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Not approved for graduate students</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0</td>
</tr>
</tbody>
</table>

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.
For the effect of U grades, refer to Academic Review in CheckMarq to determine whether a course is offered on this basis. Special seminar courses. Students should check the individual course descriptions in this bulletin and the grading basis when conducting a class search. 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.

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AU</td>
<td>Audit; a permanent grade indicating excluded from attempted credits.</td>
</tr>
<tr>
<td>AUA</td>
<td>Audit; a permanent grade indicating included in attempted credits.</td>
</tr>
<tr>
<td>CR</td>
<td>Credit; a permanent grade indicating equivalent work of C or better.</td>
</tr>
<tr>
<td>I</td>
<td>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.</td>
</tr>
<tr>
<td>IC</td>
<td>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.</td>
</tr>
<tr>
<td>IE</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>No Credit; a permanent grade indicating equivalent work of less than C.</td>
</tr>
<tr>
<td>PI</td>
<td>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.</td>
</tr>
<tr>
<td>SNC</td>
<td>Satisfactory completion; a permanent grade indicating equivalent work of C or better in a course bearing no credit.</td>
</tr>
<tr>
<td>UNC</td>
<td>Unsatisfactory completion; a permanent grade indicating equivalent work of less than C in a course bearing no credit.</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory completion; a permanent grade indicating equivalent work of C or better in a credit bearing, competency-based course.</td>
</tr>
<tr>
<td>SY</td>
<td>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.</td>
</tr>
<tr>
<td>U</td>
<td>Unsatisfactory completion; a permanent grade indicating equivalent work of less that C in a credit bearing, competency-based course.</td>
</tr>
<tr>
<td>UW</td>
<td>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.</td>
</tr>
<tr>
<td>UY</td>
<td>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.</td>
</tr>
<tr>
<td>W</td>
<td>Official withdrawal; a permanent grade indicating withdrawal initiated by the student, with approval of the college office.</td>
</tr>
<tr>
<td>WA</td>
<td>Withdrawn-Excessive Absences; a permanent grade indicating withdrawal initiated by the faculty or college office due to excessive absences in the course.</td>
</tr>
</tbody>
</table>

**ADW Grade**

Any student who is administratively withdrawn from the university will receive this grade in all classes for the term/session. Likewise, any student who is administratively withdrawn from a single class will receive 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 will take precedence over any other grade assigned to the student. 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**

Students must first register for a course via CheckMarq, then request the audit option from the Graduate School of Management, using the Registration Change Request form on the Graduate School of Management forms website (http://business.marquette.edu/academics/forms) is used for this request. The deadline to request the audit option for each session is listed on the Academic Calendar (p. 20). Students who have requested this option prior to the deadline for the session in which the class is offered are assigned the AU grade; students who have requested this option after the deadline for the session in which the class is offered are assigned the AUA grade. The AUA grade may affect the ability to repeat a class and satisfactory academic progress. Classes being audited are not charged at the normal tuition rate. Refer to the Tuition, Fees and Housing section (p. 48) of this bulletin for information on tuition rates.

**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.

For the effect of U grades, refer to Academic Review (p. 26) in this section.
UW Grade
This withdrawal is initiated by the faculty or college office when 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. Theses 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 will be based on the date the University is first informed of the non-attendance.

W Grade
This grade is initiated by the student. 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 grade is initiated by the faculty or college office and is assigned due to excessive absences in the course; once assigned, the WA grade cannot be overwritten by a W grade. As with the W grade, students assume responsibility for all consequences that ensue as a result of receiving this grade.

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 the removal of an I grade deadline extension is needed.

The I grade will only be 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. If these conditions are not met, the instructor will assign 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 will only be 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. 20). 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 course extends beyond the grading period of the term in which the class started and is 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. 20) 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 will become a permanent grade of PI.

It is the responsibility of the faculty member to initiate the grade change procedure for the I grade by the deadline listed in the Academic Calendar and the grade change for the IE grade. Grades of I or IE that are not resolved by the deadlines outlined above will become permanent grades of PI on the student’s record. Change of the IC grade is faculty initiated, once the class is completed. In all cases, the IC grade must be changed within one year of the assigned IC grade, or the permanent grade of PI will be assigned.

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. Changing a permanent grade should be done within six months of the end of the term.

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 below).
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 he or she has been 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. 20). 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. 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, he or she 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 will reflect 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.

Immunization and Tuberculosis Screening Requirements

All newly admitted and readmitted undergraduate, graduate, and professional students are required to provide proof of certain immunizations and complete a TB Screening questionnaire for tuberculosis. Prior to arrival on campus all new and readmitted students will supply this information to the Marquette Health Clinic (formerly Student Health Service). Proof of immunization and/or prior disease for Measles, Mumps, Rubella (MMR), Varicella (chicken pox), Tetanus/Diphtheria and completion of a tuberculosis screening questionnaire is required. Immunization and tuberculosis screening forms must be completed electronically. The forms and directions can be found on the Marquette University Medical Clinic forms website (http://www.marquette.edu/medical-clinic/forms.shtml) (formerly Student Health Service). Failure to submit the required immunization documentation and TB screening questionnaire within 30 days of the start of the student’s first term or the readmitted term at Marquette will result in the placement of a registration “hold” on future registrations. The hold will be 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.

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 agreements 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 will 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 finally submit the completed form to the Graduate School of Management. This will register 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 will be 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.

Students must seek their grade, request transcripts, etc. via official means within Marquette University. Visit the Marquette Central Grades and Transcript website (http://www.marquette.edu/mucentral/registrar/grades_index.shtml) for information about this process.

**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 will keep the student active as a Marquette University student. Continuous registration is required every fall and spring semester 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).

**Law Student Consent to take a GSM course**

Law students not pursuing the joint 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 will forward 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 joint M.B.A./J.D. degree. Further information is posted in the M.B.A. section of the bulletin.

**Readmission**

See Readmission (p. 19) in the Admission and Readmission section of this bulletin.

**Registration/Enrollment Changes**

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)

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 will become 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).

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. 20). A student is responsible to ensure that his/her course schedule for each term accurately reflects the courses he/she plans to attend and may not attend courses in which he/she has not officially registered. The University does not retroactively register students for courses after the deadline to register for a session or after a term 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.
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. Courses are not routinely added and late registration is not guaranteed. Because the deadline to register was missed, the Graduate School of Management reserves the right to deny any late registration, based on the circumstance that caused the student's need for a late registration request. If a student has missed the first class or the class was otherwise not available to the student, including an existing wait list, the course will not be added to a student record.

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. Tuition refunds (refer to Refunds and Adjustments on the Tuition, Fees and Housing section (p. 48 of this bulletin) and W (Withdrawal) grades will be 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. 20). 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 F (Failure). If a ADW, UW or WA grade has already been assigned, it will not be replaced with the W grade.

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, will 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 will be 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 for 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 will 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 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 will be 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 will be 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. 19)).

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 will not be accepted or processed. Once an official transcript is received, the transcript will be used to determine credits accepted toward the graduate degree.

The following notations will 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" will also permanently appear 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" will also permanently appear 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. If the student is allowed to return after this dismissal, "Reinstated to University" will also permanently appear on transcript.

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" will also permanently appear 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" will also permanently appear 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" will also permanently appear 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" will also permanently appear 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 will be considered for transfer, and there is no guarantee that these will be approved. Accounting, Business Administration and Economics 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, will not be included when calculating the student’s GPA. However, credits taken at Marquette in another program, if accepted for transfer into a degree program, will be 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 will want to transfer credits.

Normally, six credit hours of approved graduate work from an outside AACSB accredited master’s program will be transferred with the consent 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 will affect the time limits for completing a Marquette program.

Only credits for courses directly comparable in content to the requirements of the current degree program will be 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 his or her 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 will transfer as two-thirds credit each when converted to Marquette’s term system. Semester credit equivalents for transfers from schools using a trimester system will vary by school and must be evaluated individually. Students who are less than one credit short of graduation requirements after such transfers will 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 semester 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 semester 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

An undergraduate senior may, with the permission of his or her 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 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 taken under the CR/NC or S/U option. Consent must be obtained and the registration posted to the student records prior to the start of the course. A change will not be applied to a student records after the close of late registration, whether moving to or from graduate level class.

A maximum of 16 credits can be taken the semester in which a graduate class is taken. An undergraduate student may take a maximum of 6 graduate level classes in any given semester. For undergraduate 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), Business Administration (M.B.A.) - 9-12 credits. A “B” or better grade must be earned to transfer the course into a graduate program. Successful completion of graduate courses does not guarantee admission to graduate studies. A student has five years to be admitted and start graduate studies. Transfer credits will not apply if courses are 5 or more years old. See Transfer of Credit for additional information.
Waivers

Core and Elective Core Course Waivers
Graduate School of Management M.B.A. students are eligible to be waived from a core or elective core course if all of the following are met: a) they request the waiver in writing, b) have an undergraduate or graduate major from an accredited school in the academic area requesting to be waived from within the last 5 years, and c) professional experience in the area. The form to request a core or elective core waiver is posted on the Graduate School of Management forms website (http://business.marquette.edu/academics/forms). (http://business.marquette.edu/Content/Uploads/GSMorientation/GSM_Core_and_Elective_Core_Waiver_form.pdf)

To fulfill the waiver, the student must take an elective or elective core in the area of the waiver (i.e., a student waived from the core course MARK 6100 Marketing Management, must take an elective or elective core in the area of Marketing, such as Marketing Ethics.) A student that takes the elective or elective core course within the required number of electives of the program does not need to replace the three credits of the core course and reduces the total number of credits required to complete the M.B.A. program. If a student has taken all of their electives in another academic areas and still needs to fulfill the required elective in the core course area, the student will be required to take an additional elective to fulfill the waiver.

Foundation Course Waivers
Waiver Exams are available for the five foundation courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6000</td>
<td>Accounting Foundations</td>
<td>2</td>
</tr>
<tr>
<td>ECON 6000</td>
<td>Economics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>INTE 6000</td>
<td>Information Technology Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6000</td>
<td>Mathematics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6001</td>
<td>Statistics Foundations</td>
<td>2</td>
</tr>
</tbody>
</table>

Total Credit Hours = 10

Recommended review guides are available on our website (http://business.marquette.edu/academics/current-students).

Waiver Exams must be taken with the first year of study as a GSM student. The cost of each waiver exam is $100. The waiver exam may be taken once per subject. Information regarding the waiver exam may be obtained through the Graduate School of Management office at (414)288-7145, via email at mba@marquette.edu, or on the Graduate School of Management forms website (http://business.marquette.edu/academics/forms).

Successful completion of the waiver exam exempts the foundation course. Neither the waiver exam results nor the exemption appear on student transcripts.

Withdrawals
See Registration/Enrollment Changes (p. 36) 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 undergraduate students who entered Marquette in the Fall 2005 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. Create What-if scenarios to explore the changes to degree requirements should a student wish to change his/her degree, major or minor.
4. 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. Accommodations 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: alternative texts, interpreting, lecture notes, testing arrangements, 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 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).

Public Safety

As the Marquette community is 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 maintains its own Department of Public Safety as a security and safety service to the university community. The department is located on the first floor of the 16th Street Parking Structure, 749 N. 16th St. (between Wisconsin Avenue and Wells Street). This location houses Public Safety Administration, Officer Operations, the Command Information Center, Preventive Services, and Student Safety Programs. Public Safety 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 Public Safety’s emergency line by dialing (414) 288-1911 from any campus extension or (414) 288-1911 from any off-campus phone.

Public Safety officers monitor on- and off-campus areas utilizing squad, foot and bicycle patrols. Public Safety officers are trained to respond to all calls for assistance, including crimes in progress and medical emergencies. University Service officers are responsible for monitoring campus buildings and property. The officers conduct walking patrols, provide authorized after-hours access to buildings, assist public safety officers and are available
to provide information and assistance to students, staff and visitors. Security within the university’s residence facilities is provided by Safety Services officers, who are on duty from 11:30 p.m. to 7:00 a.m., daily.

The department maintains an outdoor telephone system, including nearly 500 Blue Light Phones. Blue Light Phones are located on campus pedestrian walkways, mail areas and within or near all of the university’s parking lots. Blue Light Phones are located at Valley Fields as well as in the near off-campus residential area. Blue Light Phones provide a direct link to Public Safety’s Command Information Center. Upon activation of a Blue Light Phone, the caller’s location is immediately known to the communications officer, who will provide the appropriate assistance. In addition, over 600 cameras in and around campus buildings, and in the near off-campus residential area, allows Communications Officers to conduct 24/7 virtual patrols of the area from the Command Information Center.

A wide variety of crime prevention and safety awareness programs 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, the Awareness 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.


**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 is the complete and unabridged copy of all academic work attempted at Marquette University. Course and grade information contained on the transcript are released pursuant to the Family Educational Rights and Privacy Act of 1974 (as amended).

A student may obtain a transcript of his or her 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. All transcript requests should be submitted a minimum of one week in advance of the date the transcript is needed.

The fee for this regular service is $7 per transcript. The fee for a rush or immediate transcript service is $10 per transcript. All transcript fees are payable at the time of the request.

Every transcript that is issued directly to a student is clearly marked. Because most institutions will not accept a transcript that has been in the student’s possession, we strongly recommend the student request the Office of the Registrar to 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 ordered.

**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 tuition expenses that may exceed the higher of the actual tuition and fees for a private school.
Federal Law requires that educational assistance benefits to Veterans and other eligible persons be discontinued when the student ceases to make satisfactory progress toward their degree objective. Individuals who qualify, and wish to receive veterans’ educational benefits, must 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
Opened in 1984, the Haggerty Museum of Art serves as a laboratory for learning focused on the visual arts by collecting, exhibiting and interpreting works of art in the context of Marquette University and Milwaukee. The museum's exhibitions and educational programs are designed to contribute to transformational lifelong learning and enjoyment of the arts.

The Haggerty features approximately eight to nine exhibitions each year. Representing the diversity of work in the permanent collection of over 4,500 objects, the museum has offered exhibitions celebrating the contributions of the Italian Renaissance “Petite Masters”, American self-taught artists, works addressing social change issues, modern American printmaking and photography, and contemporary art by regional, national and international artists.

The Haggerty seeks to enhance the undergraduate educational experience by engaging students in various disciplines to think about the world and their subject matter through the lenses of the visual arts. The museum also works collaboratively with elementary and middle school teachers, local artists, and College of Education faculty and students to design programs that engage children and youth in educational activities. Additional educational opportunities for the campus and community include free tours, lectures, workshops and performances. 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 and graduate 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 Marquette University Family Literacy Project, a collaboration between the university and neighborhood elementary schools. Students enrolled in EDUC 4964 (Practicum in Reading) participate in the Family Literacy Project 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 regarding the project. For more information, visit the Hartman Center website (http://www.marquette.edu/education/centers_clinics/hlc.shtml).

Instructional Media Center
The Kenneth Shuler Instructional Media Center (IMC) provides a range of multimedia creation and presentation services for the Marquette University community. The IMC’s primary obligation is to support and enhance Marquette’s classroom and online instruction through technology. The IMC is responsible for technical support to presentation classrooms throughout the campus. In addition, the IMC produces media that augment the university’s public communication goals. These efforts include the creation of photography, audio, videos, and multimedia for marketing, advancement and student recruiting purposes.

IMC’s modern facilities include two television studios, video editing suites, audio studios, computer workstations and digital distribution systems. Our facilities are also an important component of the J. William and Mary Diederich College of Communication’s curriculum, serving as classrooms and laboratories for digital media and other communication students. The studios are also used by MUTV and WMUR, Marquette’s student-operated campus television and radio stations. For more information, visit the Instructional Media Center website (http://www.marquette.edu/imc).

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 1.7 million volumes and 3,700 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 over 300,000 books in digital format, and an ever-growing (over 41,000 titles) collection of full-text online newspapers, journals and magazines. 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 104 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 Media Studio offers equipment, software, and basic instruction for digital media projects. 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: reference collections, the Class Reserves and Media Services Desk, Browsing and Spirituality collections and the Funding Information Center. 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 104 hours weekly and offers a variety of seating choices for over 1,050 readers. 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 Archives
Raynor Library also houses the Department of Special Collections and Archives and its research/exhibit area on the third floor. Its archival and manuscript collections and over 7,000 rare books include the archives of Marquette University; the papers of faculty, students, staff, and alumni; and major collections relating to Christianity among Native Americans and 20th-century Catholic social action. These include research collections for the following individuals and organizations: 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 form a unique and notable research collection.

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 hold both law and library degrees and provide reference service to the entire campus for law-related projects. The law librarians teach a variety of law-related courses within the law school and 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 growing collection of 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 Loislaw. The Law Library is a selective depository of federal government law-related resources.

The Law Library maintains a comprehensive electronic and print collection of primary legal materials from all jurisdictions in the United States as well as a growing collection of international and comparative legal materials. In addition, the Law Library subscribes to BNA, the online CIS Serial Set, Hein Online, Lexis-Nexis, Loislaw, Westlaw and Wisconsin CLE materials, and is a depository of federal government information resources.

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**

**Financial Aid Available From the 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.

Financial aid consists of scholarships or assistantships, student loans and part-time employment, 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). 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 be considered for federal financial aid, 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, if required.
- Complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov. Marquette's Title IV School code is 003863. It is important for a student to file their FAFSA between January 1 and February 15 in order to receive consideration of all types of financial aid. FAFSAs received March 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.
- Demonstrate financial need, if applying for need-based aid.
- 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 semester for Graduate; 6 credits per semester for Dental, Law, and Health Sciences.
- Be making Satisfactory Academic Progress (i.e., to be eligible for aid, a student must have academic standing that is consistent with university requirements for graduation).

**Application Procedures**

The first step a prospective student must take is to complete the Marquette University 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 (https://fafsa.ed.gov) is and Marquette's Title IV School code is 003863. It is important for a student to file their FAFSA between January 1 and February 15 in order to receive consideration of all types of financial aid. FAFSAs received March 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).

**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, 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 Teaching (full-time, FT) = 9975

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

Graduate Economics (M.S.A.E.) students may also utilize 9986 Master’s Comprehensive Examination Preparation: Full-time or 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 - Available programs**

**scholarship assistance**

**Private Scholarship Opportunities**

Information on Private Scholarship Opportunities can be found at 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 Stafford Loan and Grad PLUS Loan borrowers to participate in loan counseling before disbursement of the loan.

**Federal Loan Programs**

The principal loan programs administered by Marquette are the William D. Ford Federal Direct Stafford Loans, the William D. Ford Federal Direct PLUS loan and the Federal Perkins Loan.

Additional information about loans can be found at 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 timeframe 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 following chart provides an alphabetical list of all lenders that Marquette students have used in the past five years. This list 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 list.

Refer to the Alternative Loan Lender List (http://www.marquette.edu/mucentral/financialaid/grad_loans_alt.shtml).

**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 positions for on and off campus on the web-based job posting site, JobConnection.

Students wishing to work must comply with the immigration reform act of 1986. This means that the student will need to complete an I-9 form with the Office of Student Employment on the first day of employment. Student must provide actual documentation (i.e., Social Security card and driver’s license or U.S. passport). Therefore, 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. Student may view the I-9 requirements on the student employment 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 website, Marquette Central (http://www.marquette.edu/mucentral/financialaid/index.shtml). For questions contact Marquette Central via email at mucentral@Marquette.edu, phone at (414) 288-4000, or visit Zilber Hall, Suite 121 Hours: 8 a.m. to 4:30 p.m. Monday-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.

The final step to complete a student’s registration is payment in full of all fees for the term. 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). 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 fee assessment and payment, and as such to appear as part of the student’s permanent record even if the student does not attend any sessions of the class. To avoid unnecessary fee charges and unnecessary courses with permanent failing or withdrawal grades on the student’s permanent record, it is the student’s responsibility to review his/her official registration prior to the end of late registration to 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 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.

Students who do not pay in full by the due date, enroll in the Marquette Monthly Payment plan or submit a billing authorization from an approved sponsor will have a registration block, transcript block and diploma block placed on their accounts. There will be a $100 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 Semester 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 the Marquette Monthly Payment Plan, which enables students and their families to budget all of their semester tuition, room and board, and student fees in five equal monthly installments. The MMPP is intended to cover the costs of fall (August–December) and spring (January–May) terms. The MMPP is not a loan; there are no interest or finance charges. The only cost is a $35 per semester enrollment fee. The fall term program begins Aug. 5, 2014. 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.

Tuition Discounts

Students interested in taking a course on an audit basis must first register for the course for credit, then request a change in enrollment status to audit by informing the Graduate School of Management by the close of registration. Students must notify the Graduate School of Management by submitting the Audit Request form found on the Graduate School forms webpage (http://www.marquette.edu/grad/forms_index.shtml).

Students must have the proper background and prerequisites for the course in question. Auditors are required to attend all classes and are expected to participate, based on the nature of the course, and/or complete assignments, at the discretion of the instructor. Students who register for an audit course will receive a 50 percent discount on the tuition for that course. This discount is not available to individuals who take the senior citizen discount.

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 2014-2015 academic year is $1025.00.

Executive M.B.A. tuition for the class starting in fall 2014 is $69,000.00 for the entire 17 month program. Fee includes a $2,500 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 $19,125 (deposit plus first semester) Fall 2014, then $16,625/term spring, summer and fall 2015. Total tuition is $69,000.

Continuous Enrollment/Continuation Course Fees

<table>
<thead>
<tr>
<th>Program</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Standing Continuation (less than half-time) = 9970</td>
<td>$100.00</td>
</tr>
<tr>
<td>Graduate Assistant Research (full-time) = 9976</td>
<td>$100.00</td>
</tr>
<tr>
<td>Master's Comprehensive Examination Preparation (less than half-time) = 9984</td>
<td>$100.00</td>
</tr>
<tr>
<td>Master's Comprehensive Examination Preparation (half-time) = 9985</td>
<td>$100.00</td>
</tr>
<tr>
<td>Master's Comprehensive Examination Preparation (full-time) = 9986</td>
<td>$100.00</td>
</tr>
<tr>
<td>Professional Project Continuation (less than half-time) = 9991</td>
<td>$100.00</td>
</tr>
<tr>
<td>Professional Project Continuation (half-time) = 9992</td>
<td>$100.00</td>
</tr>
<tr>
<td>Professional Project Continuation (full-time) = 9993</td>
<td>$100.00</td>
</tr>
</tbody>
</table>

Service Fees

<table>
<thead>
<tr>
<th>Program</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee</td>
<td>$50.00</td>
</tr>
<tr>
<td>Diploma Fee, Replacement</td>
<td>$25.00</td>
</tr>
<tr>
<td>Block Removal Fee</td>
<td>$100.00</td>
</tr>
<tr>
<td>Readmission Fee</td>
<td>$100.00</td>
</tr>
<tr>
<td>Transcript Fee</td>
<td>$7.00</td>
</tr>
<tr>
<td>Transcript and Enrollment Verification Fee, Rush Processing</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

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. UAOCSS 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.

<table>
<thead>
<tr>
<th>Meal</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anytime Dining</td>
<td>$1,955</td>
</tr>
<tr>
<td>50 Meals (commuters only)</td>
<td>$380</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Refund</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>Through registration</td>
</tr>
<tr>
<td>80%</td>
<td>During the second week</td>
</tr>
<tr>
<td>60%</td>
<td>During the third week</td>
</tr>
<tr>
<td>40%</td>
<td>During the fourth week</td>
</tr>
<tr>
<td>20%</td>
<td>During the fifth week</td>
</tr>
<tr>
<td>No refund</td>
<td>After the fifth week</td>
</tr>
</tbody>
</table>

**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.
Degree/Certificate Programs

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 Business Administration (M.B.A.), including the Executive M.B.A. program
Master in Leadership Studies (M.L.S.)
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 Studies (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
International Business
Management Information Systems
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 Studies

Specializations:
Dispute Resolution
Health Care Administration
Nonprofit Sector
Public Service
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
Financial Economics
International Economics
Marketing Research
Real Estate Economics

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

No specializations

Certificate in Leadership Studies

No specializations
Certificate in Sports Leadership

No specializations

Combined/Joint 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 or International Affairs)
M.S.H.R./J.D. - Master of Science in Human Resources/Law

Bachelor's-Master's Programs Offered

Accounting (ACCO)
Economics (ECON)
Human Resources (HURE)
Accounting

Chairperson: Dr. Michael Akers, 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; 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 semester only. Temporary non-degree status students are not eligible to continue taking M.S.A. classes beyond one semester 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

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6511</td>
<td>Taxation of Corporations and Partnerships</td>
<td>3</td>
</tr>
<tr>
<td>ACCO 6520</td>
<td>Advanced Corporate Issues</td>
<td>3</td>
</tr>
</tbody>
</table>
Accounting

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

ACCO 5040  International Accounting  3
or ACCO 6040  International Accounting

ACCO 5045  International Taxation  3
or ACCO 6045  International Taxation

ACCO 5050  Accounting Information Systems  3
or ACCO 5050  Accounting Information Systems

ACCO 5080  Analysis of Corporate Financial Statements  3
or ACCO 5080  Analysis of Corporate Financial Statements

ACCO 5119  Tax Research  3
or ACCO 6119  Tax Research

ACCO 5931  Topics in Accounting  1-3
or ACCO 6931  Topics in Accounting

ACCO 6512  State and Local Taxation  3

ACCO 6525  Governmental Accounting  3

ACCO 6530  Advanced Cost Management  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 graduate level courses.

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 e-mail 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. Other prerequisites may vary from course to course.

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, ENMA, HCTM, HURE 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 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 6512. State and Local Taxation. 3 cr. hrs.
Taxable incidents and multiple taxation under the Commerce Clause of the United States Constitution; current tax developments under the Import-Export clause of the United States Constitution; allocation and apportionment formulas; and multi-state tax compact. 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 6530. Advanced Cost Management. 3 cr. hrs.
Develops an understanding of accounting as a financial information system. Cost accounting is designed to structure financial information so as to assist management in decision making. As a result, course has a decision orientation which is important for students who seek careers in either profit-motivated or not-for-profit organizations. 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 6550. 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 6556. 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 6591. 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 6593. Seminar in Accounting.: 2-3 cr. hrs.
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.

ACCO 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

ACCO 9976. Graduate Assistant Research: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

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

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 include 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/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/GRE scores.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.B.A. classes beyond one semester 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 Waukesha, 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 Waukesha program is completed in 28 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/gsm).
Master of Business Administration

The M.B.A. program requires a minimum of 40 credits of course work and a maximum of 50 credits of course work (this number may be reduced to 34 or 37 hours if exemptions to core courses are granted based upon the applicant's undergraduate record and major field of study).

The course work covers five distinct areas:

1. Foundation Courses (10 credits)
2. Core Courses (18 credits)
3. Elective Core Courses (9 credits)
4. Capstone Course (3 credits)
5. Elective Courses — Normally chosen from the various graduate electives (10 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MANA 6240 Strategic Management in a Global Economy serves as the final integrating experience in the program. MANA 6240 Strategic Management in a Global Economy may be taken only after completing 21 credits of core and elective core course requirements.

Program Details

Foundation Course Work

The foundation of the M.B.A. program consists of the five graduate courses (10 credits) listed below. A student can be exempted from foundation course requirements if he or she 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 routinely for exemptions if taken as part of the core or elective requirements of a degree program that was completed within the 10 years preceding application to the Marquette M.B.A. program.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6000</td>
<td>Accounting Foundations</td>
<td>2</td>
</tr>
<tr>
<td>ECON 6000</td>
<td>Economics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>INTE 6000</td>
<td>Information Technology Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6000</td>
<td>Mathematics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6001</td>
<td>Statistics Foundations</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total Credit Hours</td>
<td>10</td>
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</table>

Core Course Work

The core of the M.B.A. program consists of the 6 graduate courses (18 credits) listed below. Students are expected to observe prerequisite sequencing requirements within the core area. We also suggest taking the core courses in the stated sequence, when possible.* In addition, students should have completed all foundation course requirements before enrolling in core courses.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6100</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ECON 6100</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total Credit Hours</td>
<td>18</td>
</tr>
</tbody>
</table>

*Recommended sequence of quantitative courses: ECON 6100 Managerial Economics, ACCO 6100 Managerial Accounting then FINA 6100 Financial Management.

Elective Core Course Work

There are three elective core areas in the M.B.A. program. Within each elective core area, students choose one three-credit course from those listed to fulfill the elective core requirement. The elective core areas are: Quantitative Methods; Information Technology; and Social, Ethical and Political Environment of Business.

Courses that satisfy the elective core components are:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
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<tbody>
<tr>
<td>BUAD 6160</td>
<td>Business Analytics Using Spreadsheets</td>
</tr>
<tr>
<td>ECON 6560</td>
<td>Applied Econometrics</td>
</tr>
<tr>
<td>FINA 6160</td>
<td>Financial Derivatives</td>
</tr>
</tbody>
</table>
FINA 6163 Real Estate Finance and Investments
FINA 6165 Fixed Income Markets and Securities
MARK 6160 Marketing Research
MARK 6165 Marketing Analytics

Information Technology (choose one of the following) 3
ACCO 6050 Accounting Information Systems
HURE 6050 Human Resources Information Systems
INTE 6150 Information Technology Strategy
INTE 6153 Project Management
INTE 6156 Privacy and Security
INTE 6157 Global Information Technology Sourcing
INTE 6158 Systems Analysis and Design
INTE 6931 Topics in Information Technologies
INTE 6953 Seminar in Information Technologies
INTE 6150 e-Business and Supply Chain
LAW 7157 Current Issues in Intellectual Property and Technology Law
LAW 7236 Internet Law
MSCS 6340 Component Architecture
MSCS 6350 Distributed Computing
MSCS 6360 Enterprise Architecture
MSCS 6370 Information Representation

Social, Ethical, Political Environment (choose one of the following) 3
ACCO 6570 Auditing: Ethical, Legal, Professional and Reporting Responsibilities
FINA 5370 Advanced Investment Management, Ethics and Society
FINA 6170 Investment Management, Ethics and Society
HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management
MANA 6170 Global Environment of Business
MARK 6170 Marketing Ethics, Markets and Social Responsibility
MARK 6175 Marketing and Social Entrepreneurship

Total Credit Hours 9

Capstone Course Work
There is a required 3-credit capstone course in the M.B.A. program, MANA 6240 Strategic Management in a Global Economy, which students are required to successfully complete. Prior to enrolling in this course, students are required to successfully complete 21 credits between the required core and elective core program requirements.

Elective Course Work
In selecting the 10 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. Courses chosen from Marquette's graduate programs in accounting, economics and human resources are routinely approved for elective credit in the M.B.A. program. With prior approval from the M.B.A. program director, an M.B.A. student may choose, as electives, graduate courses from non-business fields in which he or she has the appropriate undergraduate background to enter graduate-level courses.

One credit of the electives is required to be a Skills course. All Skills courses are numbered BUAD 6101-6125. Up to four credits of the electives may be in the Skills area. Skills electives are in various areas such as team building, communication skills, etc.

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. To earn a specialization, a student, in addition to meeting all requirements for foundation and core course work, 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 credits) may double count if a student pursues more than one specialization as long as the same course is relevant to both specialization requirements.
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 our website at marquette.edu/gsm.

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. Other prerequisites may vary from course to course.

BUAD 6010. Finance Fundamentals for Managers. 1 cr. hr.
Offered for students without a background in financial analysis. Students learn how to read financial statements, how financial statements work and apply this knowledge to a case study. Intended to give students a working knowledge, an improved financial vocabulary and a good grasp on how to handle financial matters. Cannot be applied toward M.B.A., M.S.A. or M.S.A.E. program requirements. Prereq: Admitted to graduate ENTP, HURE programs; or cons. of M.B.A. prog. dir.

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) will be introduced - primarily through reading - the focus will be on process. Prereq: Admitted to the graduate BUAD, ECON or HCTM 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, or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6104. Skills: Business Writing. 1 cr. hr.
Business writing. Prereq: Admitted to the graduate BUAD, ECON, HCTM, 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. The emphasis would be on performance improvement as well as redirecting performance that is not achieving results. It would provide 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, 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. A minimum of 25 countries will be examined. In addition to conducting business, we will discuss "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. We will also discuss Parliamentary Procedure as one way to possibly bridge the gap when dealing with multiple constituents. Prereq: Admitted to graduate BUAD, ECON, HCTM, 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 will have the opportunity to facilitate a meeting to practice facilitation and discussion skills and deal with common group problems. The third and final part introduces students to 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, 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, or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6110. Skills: Organizational Assessment. 1 cr. hr.
Provides students with tools and methods for assessing the current state of their organizations. Different perspectives and approaches will be considered for diagnosing an organization. Several different models will be introduced that guide students on where and what to look for. Emphasis will be placed on the need to consider the formal and informal systems as well as the alignment of sub-systems. Methods of data collection that will be discussed include examination of historical records, observations and interviews. The pros and cons of survey questionnaires as a tool for organizational assessment will be considered along with a review of some commercially available surveys. Prereq: Admitted to the graduate BUAD, ECON, HCTM, or NURS program; or cons. of M.B.A. prog. dir.
BUAD 6111. Skills: Powerful Presentations. 1 cr. hr.
Students 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, students will learn tips for preparing the presentation, overcoming personal obstacles to public speaking, rehearsing and delivering the presentation and interacting with the audience. Workshop time will be 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 their presentations; sharing their presentations with others for review and delivering their presentations online or in person. Prereq: Admitted to the graduate BUAD, ECON, HCTM, or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6112. Skills: SAS. 1 cr. hr.
Provide students with 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. Students will be taught these techniques through a combination of group instruction, practice using examples and individual instruction. Prereq: Admitted to the graduate BUAD, ECON, HCTM, or NURS program and MANA 6000 and MANA 6001; 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, this course is not intended to teach the various statistical techniques. There will be 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 will be given which require application of SPSS. Prereq: Admitted to the graduate BUAD, ECON, HCTM, 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. Students will be given material to help them understand team dynamics, problem solving in teams, group communication and develop high performing teams. Exercises and group activities will emphasize the differences between individual and group goals and provide students with the opportunity to practice team-based skills. Prereq: Admitted to the graduate BUAD, ECON, HCTM, or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6115. Skills: Networking-Job Skills to Survive a Tough Economy. 1 cr. hr.
Learn the various uses of networking (evaluate career alternatives, search for a position, establish technical support groups, etc.) and work from skills and career objectives self-assessment exercises to develop an overall networking strategic plan. Evaluate current networking resources, identify networking gaps and practice improving networking skills. Emphasizes role-playing development of techniques and will involve analyzing barriers to an effective networking campaign. The inter/in between sessions will be used to further develop a plan and to practice skills in the work world. The second session will include evaluating plans and skills and implementing revisions to the original plans. A final plan based upon classroom feedback will be required. Prereq: Admitted to the graduate BUAD, ECON, HCTM 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 in required. Prereq: Admitted to the graduate BUAD, ECON, HCTM or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6117. Skills: Conducting an Ethical Audit. 1 cr. hr.
Designed to help MBA students first understand the dimensions of an ethics audit (the content) and then develop their 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 her or him 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 student will 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 the graduate BUAD, ECON, HCTM or 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 cr. hr.
Topics will vary. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE or NURS; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.
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 will be exposed to a range of visiting entrepreneurs and investors from the region and across the U.S. Prereq: Admitted to the graduate ACCO,
BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; 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. Course uses an assignment template for case preparation that emphasizes the steps in growth
execution for each case. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; ACCO 6000, MANA 6000 and 6001;
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, they gain skills and experiential understanding in project management,
applied business research, the consulting process and particular "real world" general management issues. Prereq: Admitted to the graduate ACCO,
BUAD, ECON, HCTM, HURE 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 will 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 cons. of M.B.A. prog. dir.
ENTP 6931. Topics 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. Prerequisites may vary from course to course.

ENTP 6953. Seminar 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. Prerequisites may vary from course to course.

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 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, 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 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 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 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 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 of the course is to understand the many sources and uses of capital in the commercial real estate industry. The course 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 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 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 and 6111; or cons. of M.B.A. prog. dir.

FINA 6931. Topics in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

FINA 6953. Seminar in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

FINA 6995. Independent Study in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; and cons. of M.B.A. prog. dir.

Information Technology Courses

INTE 5931. Topics in Information Technologies. 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.

INTE 6000. Information Technology Foundations. 2 cr. hrs.
Basic vocabulary principles include systems theory, data, information, hardware, software, database management systems, telecommunications, security, information resource management, the systems development life cycle, and the hierarchy of information systems as applied to business. Students become familiar with technical jargon and the relationship of technology components to each other, and how they are used in business. This course is a prerequisite for most IT electives. Students experience lectures, speakers, participate in discussion, quizzes and presentations. Prereq: Admitted to the graduate BUAD, HCTM or HURE program; or cons. of M.B.A. prog. dir. Ability to use personal computer and its tools.

INTE 6150. Information Technology Strategy. 3 cr. hrs.
Covers how information flows throughout an organization and how it impacts managerial decision-making. Emphasizes user involvement/leadership in information systems project management to prepare non-IT managers to be responsible for budgets of IT initiatives. Student managers can realize how to exploit and leverage information for decision making that re-engineers businesses. Methodologies include case studies and team projects. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 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 will include 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 or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 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 will be reviewed. To the extent that corporations have an "ethical" obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this will also be reviewed. Case studies, projects and research reports are used for evaluation. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6157. Global Information Technology Sourcing. 3 cr. hrs.
Discussion on the evolution of IT and business process outsourcing with a focus on offshore software development. It will cover the rationale, different models, country providers, criteria for success, skill sets and impact of offshore IT 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 or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.
INTE 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 or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6931. Topics in Information Technologies. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

INTE 6953. Seminar in Information Technologies. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

INTE 6995. Independent Study in Information Technologies. 1-3 cr. hrs.
Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; 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. Other prerequisites may vary from course to course.

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

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

INBU 6995. Independent Study in International Business. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE 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 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 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 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 will be used to analyze, diagnose, and make decisions about various organizational situations. Primary focus on case analysis. Lectures and discussions also will be used to provide perspective on assigned reading. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6100; 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, 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 ACCO, BUAD, ECON, HCTM, or NURS program and MANA 6100; 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 will comprise lectures, case analyses, videos, a cultural simulation exercise, and interactive activities and discussions. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6100; 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 of HURE; 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 and successful completion of 21 credits of core and/or elective core credits; or cons. of M.B.A. prog. dir.

MANA 6931. Topics in Management. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

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, ECON, HCTM, HURE or NURS program and MANA 6100; 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. The course is 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 or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6120. Integrated Marketing Communications. 3 cr. hrs.
The Integrated Marketing Communications (IMC) course 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, or NURS program and MARK 6100; 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 or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6135. Applied Marketing Consulting. 3 cr. hrs.
Provides students with the opportunity to apply classroom experiences to a corporate consulting project. Student teams work directly for a client over the entire semester and present recommendations to the client at the conclusion of the course. Students gain practical experience as consultants by solving actual business problems and developing teamwork skills. 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 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 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. Therefore, this course is appropriate for both users of research results and those who aspire to be marketing researchers. The format for this course will consist primarily of lectures, some video presentations, and a research project. SPSS, and to some extent, SAS will be used for performing data analysis. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program, and MANA 6000, MANA 6001, MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6165. Marketing Analytics. 3 cr. hrs.
Analytically 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. Differences 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 process, 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.

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 or NURS program, and MARK 6100; 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 6180. Strategic Marketing. 3 cr. hrs.
Provides students with the opportunity to discuss and analyze emerging issues in marketing as they influence marketing strategy. Contemporary writings in marketing strategy is the focus of the class. Discussions revolve around analyses of the various authors' observations and examination of the practical value to a working manager. Special emphasis on the relation of the external environment and its impact on marketing decisions. 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 will be accomplished by examining brands from both a managerial and consumer perspective. Specific topics will 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 cons. of M.B.A. prog. dir.
MARK 6190. Marketing and Public Policy. 3 cr. hrs.
Reviews the changing regulatory, legal, social and ethical environment affecting marketing managers. Specific course topics include: marketing and advertising regulation and self-regulation, advertising deception and unfairness, marketing's impact on society, regulation of mergers and joint ventures, warnings and disclosures, and legal issues involved in product, pricing and distribution decisions. Special emphasis will be placed on consumer protection issues faced by federal agencies. 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 6931. Topics in Marketing. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

MARK 6953. Seminar in Marketing. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

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.

Operations Supply Chain Mgmt Courses

OSCM 5931. Topics in Operations and Supply Chain 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.

OSCM 6100. Operations and Supply Chain Management. 3 cr. hrs.
Survey course in operations management. It examines the operations function in manufacturing and service firms from a managerial perspective. It covers both classical and contemporary concepts and techniques of planning, designing, and managing operations and processes. To enhance learning concepts, it explores real problems and opportunities faced by (operations) managers through case analysis and research of hands-on experience issues. 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, quality management, inventory management, production planning and scheduling, MRP, capacity planning, and Just-in-Time systems. Taught from a managerial perspective and includes a discussion of some of the leading edge techniques in this area like synchronous manufacturing, cellular manufacturing, supply chain management, and virtual manufacturing. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; 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 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 cons. of M.B.A. prog. dir.

OSCM 6125. Purchasing and Supply Management. 3 cr. hrs.
Covers the basic concepts and processes in purchasing and supply management. Focus on development of basic understanding of global sourcing/supply management, principles of supplier quality, cost and delivery, skills in negotiations and material cost tracking/cost analysis. Explore the role and responsibilities of a buyer in the procurement department of an organization and buyer-supplier relationship. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM or HURE program and OSCM 6100; 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 in this course 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 cons. of M.B.A. prog. dir.
OSCM 6141. International Operations Management. 3 cr. hrs.
Addresses management of operations within and surrounding global business enterprises. The emphasis will be on managerial and strategic issues facing multi-national companies. The course allows students to: 1) research issues related to international aspects of business operations, 2) explore conducting business in international setting such as all aspects relevant to locating a business operation in a foreign country, 3) assess strategic issues related to foreign direct investment, global strategic alliances and partnerships, global production and distribution, etc. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6150. e-Business and Supply Chain. 3 cr. hrs.
Recently managing supply chain and e-business has received great attention in practice, as industries become more uncertain, dynamic, and volatile. In order to achieve a sustainable competitive advantage in market competition in the digital or e-economy today, it is imperative that top executives, decision-makers, supply chain and e-business managers develop and integrated strategy of managing the entire supply chain and e-business strategies, benchmarking and performance assessment, leading edge practices, supply chain and e-business infrastructure-information and solution systems (ERP, EAI, SCP, and SCE systems), customer service, CRM and e-fulfillment, supplier and distributor relationship (outsourcing, strategic alliance, partnership), e-logistics, e-procurement, and e-marketplace, lead time, B2B supply chain transformation, and global supply chain and e-technology management. The primary objective of this course is to help you develop a comprehensive (analytic and integrative) understanding of, and critical insights into, crucial strategic and managerial operations issues and challenges in manufacturing and service firms so that you become a more effective leader/manager in a firm. The class will run interactively with active discussions of actual company cases, real problems and opportunities faced by corporate executives, operations and supply chain managers e-business directors, etc. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6180. Supply Chain and Technology Management. 3 cr. hrs.
Examines various key supply chain issues in both manufacturing and service firms, such as: supply chain and technology strategy, benchmarking and performance assessment, leading edge practices, customer service, supplier and distributor relationship, lead time, information and solution systems, supply chain transformation through e-Commerce, e-Business, and e-Chain capacity, and global supply chain management. The primary objective is to help develop a comprehensive understanding of, and critical insights into critical strategic and managerial operation issues and challenges in manufacturing and service firms. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6931. Topics 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 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; and cons. of M.B.A. prog. dir.

Real Estate Courses

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

REAL 6931. Topics in Real Estate. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

REAL 6953. Seminar in Real Estate. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

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; and cons. of M.B.A. prog. dir.
Economics

Chairperson: Dr. Joseph Daniels, 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


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 semester only. Temporary non-degree status students are not eligible to continue taking classes beyond one semester 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 will include: 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, financial economics, international economics, marketing research and real estate economics. A general track (no specialization) is also available. General track students must complete the 12 credit hours of required core courses, 12 credit hours of economics electives and six additional credit hours in economics, business 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 will be administered in the student's last term of the program. This examination will cover subject matter prescribed by the Department of Economics.

**Program Details**

Each student must choose one of the areas of specialization: business economics, financial economics, international economics, marketing research, real estate economics or the student must complete the general track. All specializations and the general track 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.

### Additional course work in Economics

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>ACCO 6100</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BUAD 6160</td>
<td>Business Analytics Using Spreadsheets</td>
<td></td>
</tr>
<tr>
<td>BULA 6110</td>
<td>Legal Issues in Business and Technology</td>
<td></td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
<td>3</td>
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<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MARK 6160</td>
<td>Marketing Research</td>
<td>3</td>
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<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
<td></td>
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<tr>
<td>OSCM 6110</td>
<td>Manufacturing Management</td>
<td>3</td>
</tr>
<tr>
<td>OSCM 6115</td>
<td>Service Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>BUAD 6108, BUAD 6112, BUAD 6113</td>
<td>SPSS or equivalent</td>
<td></td>
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</tbody>
</table>

Total Credit Hours: 18

* Ideally, BUAD 6108 GIS, BUAD 6112 SAS and BUAD 6113 SPSS or equivalent.

**Financial Economics**

The Financial Economics specialization is appropriate for those interested in a career in the financial services sector including banks, insurance companies and securities markets. 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:

### Core Course Work

<table>
<thead>
<tr>
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<td>3</td>
</tr>
<tr>
<td>ECON 6580</td>
<td>Monetary Theory and Policy</td>
<td>3</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FINA 6111 - 6953</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

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:

### Core Course Work

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 6580</td>
<td>Monetary Theory and Policy</td>
<td>3</td>
</tr>
<tr>
<td>ECON 6544</td>
<td>International Currency Markets</td>
<td>3</td>
</tr>
<tr>
<td>ECON 6546</td>
<td>International Trade</td>
<td>3</td>
</tr>
</tbody>
</table>

Six credit hours selected from: 6
ECON 5045  Comparative Economic Development
INBU 6951  International Study in Business:
INTE 6157  Global Information Technology Sourcing
MANA 6140  International Management
MARK 6140  Global Marketing Strategy
OSCM 6140  Globalization and Global Operations
POSC 6621  International Political Economy
Graduate elective in Economics  3

Total Credit Hours  18

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
up to three 1-credit GSM skills classes (BUAD 6101-6125)*  
Graduate electives in Economics  6

Total Credit Hours  18

* Ideally, 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
up to three 1-credit MBA skills classes (BUAD 6101-6125)*  3
Graduate elective in Economics**  6

Total Credit Hours  18

* Ideally, BUAD 6108 Skills: GIS Business ArcView Software, BUAD 6112 Skills: SAS and BUAD 6113 Skills: SPSS or equivalent
** Preferably ECON 6510 Economics of the Public Sector.

The General Economics track provides a more flexible option for students who wish to focus almost exclusively on economics courses. The general economics track 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 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 two graduate level courses.
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 will be counted toward the undergraduate degree. 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 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 5005. 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 5045. Comparative Economic Development. 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 5075. The Economics of Religion. 3 cr. hrs.
Explores how the tools of modern economic analysis, theoretical and empirical, can be used to better understand issues central to religious behavior and participation. Hence, the primary objective is to gain a better understanding of the breadth and application of economic concepts (the student learned in principles and intermediate courses) using the markets for religion as a vehicle for analysis. The secondary objective is to better understand the functioning of the religious markets: Why do individuals allocate time and money to religious activities? How do they determine the allocation between the two? Why are there so many denominations in the United States? Why are some churches very large and others very small? Why do predominantly Protestant nations grow faster than predominately Catholic nations? How does religious participation affect individual attitudes toward trust, trade and immigration? 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. Other prerequisites may vary from course to course.

ECON 5953. Seminar in Economics. 3 cr. hrs.
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 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 6111. Bloomberg. 1 cr. hr.
Students learn the operation and content, and build a proficiency in Bloomberg Professional Services, which is a global leader in providing financial information about publicly traded companies worldwide as well as one of the top sources for business news and economic data. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.
ECON 6112. Financial Econometrics. 1 cr. hr.
Financial econometrics is a relatively new branch of econometrics that is concerned with the challenges presented by financial data and models. These challenges include the high frequency of financial data and the fact that econometric models using these data typically do not satisfy some of the assumptions of the classical linear regression model such as linearity, homoscedasticity and normality. Instructs how these issues can be handled in empirical financial analysis. Topics include: alternative models of financial volatility, models with categorical dependent variables and switching models. Working in teams, students are required to complete a research project using financial data. Prereq: Admitted to graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6113. Spatial Econometrics. 1 cr. hr.
Students learn the theory of spatial econometrics, and then learn how to use econometric software to spatially analyze data, detect whether there are spatial patterns in the error structure of the model and correct for spatial dependence and spatial autocorrelation. Prereq: Admitted to graduate ECON program; or cons. of M.S.A.E. 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 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 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 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, Parento criteria, and constitutional economics. Culminates in the presentation of a research paper on a suitable topic in public economics. Prereq: Admitted to 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 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 graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6522. 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. At the end of this course, you will be able to apply economic reasoning and statistical methods to many healthcare issues. Prereq: Admitted to 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 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 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, and ARCH. Other topics include estimation of models with panel data and limited dependent variables. Prereq: Admitted to 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, and VEC 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 6996. 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 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

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.
Executive Master of Business

Chairperson: Dr. Jeanne Simmons, Ph.D.
EMBA website (http://www.marquette.edu/executive-mba)

Degree Offered

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

Program Description

The Executive M.B.A. program is designed for participants whose increasing career responsibilities require the development of broad business knowledge and skills. This is accomplished during a relatively condensed schedule while allowing participants to fulfill the demands of their current job. The Executive M.B.A. is designed so that students finish their degree in less than 18 months. After a five-day introductory session, the program meets all day on Saturday of every other week. There are two additional residencies required. There is a 10-12 day international experience in the spring or summer term. The final semester begins with a mini-immersion session (Thursday-Saturday). Classes meet 7:45 a.m. – 5:00 p.m.

Marquette’s program is both global and technological. The global focus includes courses on global finance and economics and international management and marketing, culminating with an international experience to examine the similarities and differences of international companies. The tuition includes the international trip and both an iPad and laptop.

Prerequisites for Admission

Applicants are expected to have a four-year bachelor's degree in any field and at least five years of managerial experience.

Application Deadline

Applications are accepted throughout the year and reviewed as they are received. Applicants will be accepted as they qualify until the class has been filled. Classes start each August.

Application Requirements

The Executive M.B.A. program has prepared an admissions packet for applicants. Copies may be obtained by contacting 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. Also visit the GSM website (http://business.marquette.edu/academics/gsm).

Applicants must submit, directly to the Graduate School of Management:

1. A completed application form and fee.
2. Specific information including a recent resume, career goals, professional/community activities, honors and other special circumstances.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Two letters of recommendation (using the form in the application packet).
5. Official test scores from the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE).
6. Additional information, which may be requested on an individual basis.
7. A personal interview is required of all applicants. It will typically be scheduled after all pieces of the application are received.

Executive Business Administration

The curriculum ensures that participants will have the theoretical and practical knowledge as well as the skills necessary to be a leader.

Specializations

A specialization in International Business is earned by all students in the Executive M.B.A. program who successfully complete all International Business courses with the grade of B or above. These courses are part of the Executive M.B.A. curriculum. Additional courses are not required.

Students wishing to pursue a second specialization in Economics, Finance, Human Resources, Management Information Systems, Marketing or Operations and Supply Chain Management must complete a separate set of 12 credits specific to that specialization requirement. For a list of approved specializations and the requisite course work, contact the M.B.A. program director, or visit our website at marquette.edu/gsm. Credits cannot double-count for more than one specialization. The students must earn a grade of B or above in each of the prescribed electives, and all electives must be taken at Marquette University. Specializations are noted on the students’ official university transcript.

Graduates of the Executive M.B.A. program may pursue a specialization within five years of graduation. To obtain additional information regarding this opportunity, contact the M.B.A. office at (414) 288-7145 or email MBA@marquette.edu.
Courses

EXBU 6191. Teams and Performance. 1 cr. hr.
Concentrates on the issues of forming effective teams, group processes, and group development. Participants will be evaluated in terms of the overall team performance, as well as through peer evaluations by team members. Topics include: team building activities, developing group visions, group versus individual decision making, and strategies for improving team performance. S/U grade assessment. Prereq: Admitted to Executive M.B.A. program.

EXBU 6500. Managerial Economics. 3 cr. hrs.
Applied microeconomic analysis supplemented with selected econometric techniques. Examines the demand, production, and cost theories that are the core of micro-economics. Considers such topics as regression analysis, hypothesis testing, various approaches to time series data analysis, and forecasting. Focus is on how these forms of analysis provide useful input into the managerial decision-making process. Prereq: Admitted to Executive M.B.A. program.

EXBU 6501. Macroeconomics for Managers. 2 cr. hrs.
Explores the overall macroeconomic environment within which businesses operate. Focuses on the general state of the business cycle and the related economy wide problems of inflation and unemployment. Considers various measures used to track the business cycle, develops a simple model of the macro economy, and examines the role of fiscal and monetary policy in stabilizing the economy. Provides insight that contributes to intelligent firm or product level business decision making. Prereq: Admitted to Executive M.B.A. program.

EXBU 6510. Accounting for Managerial Decisions. 4 cr. hrs.
Emphasizes the role of accounting as a financial information system for managerial decisions. Since course participants will have had differing exposure to financial accounting, the basic financial accounting concepts and procedures will be covered first. Then, specific managerial accounting techniques and concepts will follow. Short cases, term projects and a computerized operational planning exercise will be used to learn the value of budgeting as a planning tool. Each of the major assignments will require written and oral reports. Prereq: Admitted to Executive M.B.A. program.

EXBU 6520. Marketing Management. 3 cr. hrs.
An integrated study of the analysis, planning, implementation, and control of marketing programs from a managerial point of view. Topics include: application areas of strategic marketing, customer analysis, market segmentation and competitive positioning, product development, brand management, pricing strategy, marketing channels, marketing communications, social and ethical issues in marketing, among others. Highlighting the course are case studies applied in the above topical areas. Prereq: Admitted to Executive M.B.A. program.

EXBU 6530. Corporate Finance. 3 cr. hrs.
Focuses on the application of financial theory on managerial decision. Topics include: the areas of risk, valuation, capital structure, mergers and acquisitions, and investment decisions. These issues are addressed through case studies of successful and unsuccessful financial strategies. Prereq: Admitted to Executive M.B.A. program.

EXBU 6542. Global Marketing and Management. 3 cr. hrs.
Discussion of: 1) leveraging core competencies in intercountry market selection and production positioning; 2) formulating and implementing global marketing strategies; 3) achieving strategic and competitive advantage in managing value chain activities globally; 4) developing an organizational infrastructure to manage cross-cultural differences and achieve operational synergy; and 5) promoting a unified global marketing and management vision. Prereq: Admitted to Executive M.B.A. program.

EXBU 6543. Global Issues in Economics and Finance 1. 1.5 cr. hr.
Surveys modern approaches to macroeconomic concepts such as balance of payments, savings and investment, money and its impact on prices and employment in open economies. Surveys microeconomics approaches to exchange rate determination and examines various foreign currency markets including spot, forward and derivative markets. Prereq: Admitted to the Executive M.B.A. program.

EXBU 6544. Global Issues in Economics and Finance 2. 1.5 cr. hr.
Surveys the relationships among inflation, interest rates and exchange rates. Covers foreign exchange pricing and arbitrage. Considers various sources of foreign exchange risk. Applications include exposure and hedging in these markets for corporate and portfolio managers. Prereq: Admitted to the Executive M.B.A. program.

EXBU 6550. Information Technology. 3 cr. hrs.
Examines various emerging information technologies, possibly including data communications and networking, object-oriented design, expert systems, and group computing software. Emphasis is placed on understanding how to assess the potential application of these technologies to business problems, and on the process of assimilating these technologies within the organizations. Prereq: Admitted to the Executive M.B.A. program.

Provides the business manager with effective quantitative methods and tools for managerial decision making and problem solving. The use of statistical and mathematical concepts and techniques for formulating and analyzing business problems will be emphasized. Instead of concentrating on detailed theoretical material, this course seeks to increase the executive's conceptual appreciation for statistical and quantitative techniques. Prereq: Admitted to Executive M.B.A. program.

EXBU 6571. Ethical and Societal Issues in Business 1. 1.5 cr. hr.
Examines the impact of business on society, and the impact of ethical and societal issues on business. Objectives include: improving the student's ability to recognize and identify ethical issues, placing ethical issues in an organizational context, and improving the student's ability to reason toward a satisfactory resolution. Prereq: Admitted to Executive M.B.A. program.
EXBU 6572. Ethical and Societal Issues in Business. 1.5 cr. hr.
Introduction to the descriptive, normative and prescriptive elements of moral theory and their application to business. Students will gain familiarity with classical theories of right and wrong, good and bad, distributive justice and rights. These frameworks will then be applied to moral dilemmas in business. Pedagogical approaches may include case studies and research of current and classical ethical issues in business. Particular attention will be paid to international and global aspects of current corporate practices. Prereq: Admitted to Executive M.B.A. program.

EXBU 6580. Managing People in Organizations. 3 cr. hrs.
Investigates the impact of human behavior on organizations and investigates how managers can predict and influence such behavior. Begins by focusing on the individual, then the group, and finally the organization as a whole. Topics include: interpersonal perception, motivation, conflict, leadership, corporate culture and organizational change. Prereq: Admitted to Executive M.B.A. program.

EXBU 6590. Supply Chain Strategy and Practice. 3 cr. hrs.
Examines issues critical to service and manufacturing operations. Topics include: just-in-time systems, total quality management, sourcing and logistics, technology transfer, and risk management. Emphasis will be given to globalization of operations. Prereq: Admitted to Executive M.B.A. program.

EXBU 6640. Strategic Management. 3 cr. hrs.
Examines the diagnostic, problem-formulating, and problem-solving strategies of top managers. The course serves as an integration of earlier courses, and also presents current ideas concerning appropriate strategies for firms of varying sizes in diverse environments. Prereq: Admitted to Executive M.B.A. program.

EXBU 6931. Topics in Executive Business. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to Executive M.B.A. program.

EXBU 6951. International Study in Business. 0-3 cr. hrs.
Consists primarily of a structured 10-12 day trip to compare and contrast international business practices with those of the United States. Preparation includes readings, case discussions of international firms and pre-departure presentations. After the trip, a written analysis of the differences and similarities of American companies and companies from region travelled is required. Prereq: Admitted to Executive M.B.A. program and student in good academic standing.

EXBU 6953. Seminar in Executive Business. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to Executive M.B.A. program.

EXBU 6995. Independent Study in Executive Business. 1-3 cr. hrs.
Prereq: Admitted to Executive M.B.A. program; and cons. of M.B.A. prog. dir.
Human Resources

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: compensation and reward systems, employment and labor law, labor relations, training and development, staffing, benefit administration, work force diversity, management of organization change and human resource 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) or the 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. Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.S.H.R. classes beyond one semester 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

The M.S.H.R. program requires a minimum of 30 credit hours of course work. The required number of credits can be as many as 32 if a student has not completed a microeconomics course during undergraduate studies.

Foundation Course Work

Students who have not completed a microeconomics course are required to complete ECON 6000 Economics Foundations (2 cr. hrs.). This course is in addition to the required 30 hours for the M.S.H.R. degree.

Required Core Course Work

Students must complete each of the following courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 6500</td>
<td>Human Resource Statistics and Research Design</td>
<td>3</td>
</tr>
<tr>
<td>HURE 6530</td>
<td>Staffing Work Organizations</td>
<td>3</td>
</tr>
<tr>
<td>HURE 6590</td>
<td>Strategic Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours: 9

Ethics Core

Student must complete one of the following

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
<td>3</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>HURE 6170</td>
<td>Ethical Issues, Regulatory Environment and Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>HURE 6535</td>
<td>Diversity in Organizations</td>
<td></td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong> 3</td>
<td></td>
</tr>
</tbody>
</table>

**Human Resources Core**

Students must complete 3 of the following 9 credits:

- HURE 5003 Employment Law
- HURE 6510 Strategic Compensation
- HURE 6580 Training and Development
- MANA 6100 Organizational Behavior

<table>
<thead>
<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong> 9</td>
</tr>
</tbody>
</table>

**Supporting Elective Core**

In addition to foundation and core, students in the M.S.H.R. program must take nine credits selected from a wide variety of supporting areas both within and outside of the Graduate School of Management. Supporting areas of study include: communication, counseling, education policy and leadership, economics and business administration, plus additional human resources course work.

Select 9 credits from any of these supporting elective core courses: Human Resources, Business (M.B.A. courses), International Business or Social Sciences.

**Human Resources**

May select from this course set 9 credits:

- HURE 5005 Employee Benefit Systems
- HURE 5003 Employment Law
- HURE 5020 Labor Relations and Collective Bargaining
- HURE 6125 Negotiations
- HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management
- HURE 6510 Strategic Compensation
- HURE 6535 Diversity in Organizations
- HURE 6580 Training and Development

<table>
<thead>
<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong> 9</td>
</tr>
</tbody>
</table>

**Business (M.B.A. Courses)**

May select from this course set 9 credits:

- ACCO 6000 Accounting Foundations
- FINA 6100 Financial Management
- MANA 6100 Organizational Behavior
- INTE 6000 Information Technology Foundations
- INTE 6153 Project Management
- MANA 6110 Leadership, Motivation and Organizational Change
- MANA 6170 Global Environment of Business
- MARK 6100 Marketing Management
- OSCM 6100 Operations and Supply Chain Management

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong> 9</td>
</tr>
</tbody>
</table>

**International Business**

May select from this course set 9 credits:

- INBU 6951 International Study in Business:
- INBU 5951 Marquette Led Travel and Study Abroad in International Business
- INBU 5951/6951 Structured travel and study programs: Belgium, China, Czech Republic, India. This course may be taken more than once if to different locations.
- HURE 5140 International Human Resources Management
- HURE 6140 International Human Resources Management

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</tr>
</tbody>
</table>
Bachelor's-Master's Program

This five-year program allows students to earn both a master of science in human resources and an undergraduate degree with a major or a minor in human resources. Students begin graduate work the summer immediately following the senior undergraduate year by taking two graduate level courses. The remaining course work is completed in the student's fifth year.

Students may take two graduate HURE courses (six 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 (refer to undergraduate grading requirements), the courses will still be 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 24 credit hours to complete upon entering the M.S.H.R. program - two courses during summer session following completion of the bachelor degree and six courses during the school year. Students taking 3 courses per semester have enough time to hold a part-time HR position concurrently.

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 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 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.

HURE 5050. Human Resources Information Systems. 3 cr. hrs.
Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration. Prereq: Admitted to the graduate HURE 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.

HURE 5931. Topics in Human Resources. 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.

HURE 6050. Human Resources Information Systems. 3 cr. hrs.
Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration. Prereq: Admitted to the graduate HURE program; or 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 program; or cons. of the M.S.H.R. prog. dir.

HURE 6140. 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 MSHR program; or admitted to the graduate MBA, MSE, MSA program and MANA 6100.

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 or NURS program; and cons. of M.S.H.R. prog. dir.

Addresses the topics of measurement, sampling and research design in the context of human resources management systems. Statistical methods studied include analysis of variance, analysis of covariance, correlation, regression, multiple regression, as well as selected nonparametric statistics and measures of association. Extensive use of human resource management examples will be employed to facilitate transfer to work organization settings. Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

HURE 6510. Strategic Compensation. 3 cr. hrs.
Focuses on theory and practice relevant to the development of compensation systems which are internally consistent, externally competitive and individually motivating. Topics include: motivation theories; job evaluation methods; salary and benefit surveys; pay structures; and alternative compensation plans, including gainsharing, broadbanding and pay-for-knowledge. Relevant government regulations are also studied. Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

HURE 6530. Staffing Work Organizations. 3 cr. hrs.
Studies theories and practices relevant to staffing work organizations. Topics include: reliability and validity of selection procedures, criterion development, evaluation of alternative selection procedures and compliance with equal employment opportunity, affirmative action as well as other relevant regulations. Prereq: Admitted to the graduate HURE program and HURE 6500; 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 program; or cons. of M.S.H.R. prog. dir.

HURE 6580. Training and Development. 3 cr. hrs.
Addresses principles and factors that contribute to the personal growth and development of employees. Focuses on training and employee development within work organizations. Training includes program development, principles of learning, training techniques and evaluation. Employee development topics involving career planning and management will also be addressed. Prereq: Admitted to the graduate HURE 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 BUAD, ECON, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6953. Seminar in Human Resources. 1-3 cr. hrs.
Prereq: Admitted to the graduate HURE 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.

HURE 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.
Leadership Studies

Degrees Offered

Master in Leadership Studies, 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 studies (M.L.S.), where students may choose either a general plan or one of the following specializations.

Dispute Resolution

(Note: Moratorium on new admissions.) The dispute resolution specialization attempts to combine the fields of law, business, psychology, sociology, political science, health sciences, education, and communication in dealing with today's multi-faceted issues in resolving disputes. The program seeks to train professionals, primarily those in the fields of law, health care, education, and business, to practice as third party neutrals in the field of dispute resolution, or to be knowledgeable participants in dispute resolution processes.

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.

Nonprofit Sector

The nonprofit sector specialization seeks to provide training for individuals who plan a career in the third sector. Administrative and leadership preparation are particularly central to this training as executives handle budgets, board memberships, personnel oversight, corporate statutes, and program development.

Public Service

The public service specialization prepares students to apply public service principals that encourage community engagement in urban environments and to apply frameworks to ethical dilemmas resulting in socially responsible public policy. Several objectives underlie the scope and content of this specialization: 1) to develop persons who can demonstrate the cultural and communication skills necessary to interact in a reciprocal exchange that honors the human dignity of all persons; 2) to develop persons who can apply theory and principals of group dynamics when assuming multiple group roles and responsibilities; and 3) to provide urban stewards with the necessary skills to collaborate with community leaders in solving complex urban problems.

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. 94) 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.
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 Studies Requirements

Specializations: Dispute Resolution (moratorium on admissions), Health Care Administration, Nonprofit Sector, Public Service, Sports Leadership

A general plan, requiring no specialization, is also available.

Students must complete a total of thirty-six (36) credit hours of course work for the master in leadership studies. Either the general curriculum or one of the five specializations must be chosen.

Students must complete prescribed combinations of core leadership studies (LEDR) courses, plus specialization credits or elective credits for the general curriculum. Students must also choose one of three integrative learning options:

1. 6 credits of a professional project (LEDR 6998 Professional Project in Leadership Studies),
2. 6 credits of a research article of publishable quality (LEDR 6998 Professional Project in Leadership Studies), or
3. 6 credits of additional course work followed by a comprehensive examination.

For options 1 and 2 above, students must submit the project outline to be approved by their program adviser and by the Graduate School.

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 a 3.000 cumulative grade point average to earn the degree of master in leadership studies.

General Curriculum

Students that choose the leadership studies general curriculum must complete 36 graduate-level credits:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEDR 6000</td>
<td>History and Theory of Leadership and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6005</td>
<td>Self-Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6010</td>
<td>Conflict Resolution, Negotiation and Team Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6015</td>
<td>Influence of Leadership on Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6020</td>
<td>Leaders as Worldly Citizens</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6025</td>
<td>Research Methods in Social Sciences</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6030</td>
<td>Qualitative Research In Leadership Studies</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6035</td>
<td>Applied Quantitative Methods in Leadership Studies</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6040</td>
<td>Introduction to Business Processes</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>3 credits of elective course work</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>One of the three integrative learning options outlined above.</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Total Credit Hours</td>
<td>36</td>
</tr>
</tbody>
</table>

Specializations

Students that choose a specialization in dispute resolution (not available for newly admitted students), health care administration, nonprofit sector, or public service must complete 36 graduate-level credits: 18 credits of core course work, 12 credits in the area of specialization, and 6 credits for completing one of the three integrative learning options outlined above.

The sports leadership specialization requires 36 graduate-level credits: 15 credits of core course work, 15 credits in the area of specialization, and 6 credits for completing one of the three integrative learning options listed above.

Dispute Resolution (Not available for newly admitted students.)

Students must complete a total of 36 credit hours of course work:

<table>
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<tr>
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<td>or LEDR 6020</td>
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<tr>
<td>or LEDR 6035</td>
<td>Applied Quantitative Methods in Leadership Studies</td>
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</tbody>
</table>
## DIRS 6600
Mediation 3

## DIRS 6605
Advanced Mediation 3

## DIRS 6610
Dispute Resolution Theory 3

## DIRS 6615
Advanced Issues in Dispute Resolution 3

One of the three integrative learning options outlined above.

Total Credit Hours 36

### Health Care Administration

Students must complete a total of 36 credit hours of course work:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
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<td>3</td>
</tr>
<tr>
<td>or LEDR 6035</td>
<td>Applied Quantitative Methods in Leadership Studies</td>
<td>3</td>
</tr>
<tr>
<td>HEAL 6820</td>
<td>Health Care Program Development</td>
<td>3</td>
</tr>
<tr>
<td>HEAL 6841</td>
<td>Health Care Finance</td>
<td>3</td>
</tr>
<tr>
<td>HEAL 6848</td>
<td>Health Care Policy</td>
<td>3</td>
</tr>
<tr>
<td>NURS 6009</td>
<td>Organizational and Systems Leadership</td>
<td>3</td>
</tr>
<tr>
<td>NPSE 6521</td>
<td>Social Entrepreneurship: Leadership and Management Issues for the Third Sector</td>
<td>3</td>
</tr>
<tr>
<td>NPSE 6525</td>
<td>Financial Matters in the Non-Profit Sector</td>
<td>3</td>
</tr>
<tr>
<td>NPSE 6530</td>
<td>Social Justice and Social Activism</td>
<td>3</td>
</tr>
<tr>
<td>NPSE 6535</td>
<td>Legal Aspects of the Non-Profit Sector</td>
<td>3</td>
</tr>
</tbody>
</table>

One of the three integrative learning options outlined above.

Total Credit Hours 36

### Nonprofit Sector

Students must complete a total of 36 credit hours of course work:

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<td>Legal Aspects of the Non-Profit Sector</td>
<td>3</td>
</tr>
</tbody>
</table>

One of the three integrative learning options outlined above.

Total Credit Hours 36

### Public Service

Students must complete a total of 36 credit hours of course work:

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</thead>
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<td>3</td>
</tr>
<tr>
<td>LEDR 6005</td>
<td>Self-Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6010</td>
<td>Conflict Resolution, Negotiation and Team Leadership</td>
<td>3</td>
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<tr>
<td>LEDR 6015</td>
<td>Influence of Leadership on Behavior in Organizations</td>
<td>3</td>
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<tr>
<td>or LEDR 6020</td>
<td>Leaders as Worldly Citizens</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6025</td>
<td>Research Methods in Social Sciences</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6030</td>
<td>Qualitative Research in Leadership Studies</td>
<td>3</td>
</tr>
<tr>
<td>or LEDR 6035</td>
<td>Applied Quantitative Methods in Leadership Studies</td>
<td>3</td>
</tr>
</tbody>
</table>
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.

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.

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.

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.

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.

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.
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.

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.

LEDR 6040. Introduction to Business Processes. 3 cr. hrs.
Presents an overview of fundamental business processes that will benefit leaders in multiple environments.

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.

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, MLS students only.

LEDR 6931. Topics in Leadership Studies. 1-3 cr. hrs.
Examination of topics related to contemporary issues in leadership studies. Prereq: LEDR 6000, 6005, and 6010 or 6030.

LEDR 6964. Practicum in Leadership Studies. 3 cr. hrs.
Prereq: LEDR 6000, 6005, and 6010 or 6030.

LEDR 6995. Independent Study in Leadership Studies. 1-3 cr. hrs.
Prereq: Cons. of dept. ch.; cons. of 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.

LEDR 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9974. Graduate Fellowship: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9976. Graduate Assistant Research: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9977. Field Placement Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9978. Field Placement Continuation: Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9984. Master’s Comprehensive Examination Preparation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9985. Master’s Comprehensive Examination Preparation: Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9986. Master's Comprehensive Examination Preparation: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9991. Professional Project Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9992. Professional Project Continuation: Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.

LEDR 9993. Professional Project Continuation: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of dept. ch.
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.

SPLE 6100. Legal and Ethical Athletic Leadership. 3 cr. hrs.
An introduction to the basic legal system's terminology and principles as applied to amateur and professional sports, as well as the ethical and moral issues involved. Examines risk management, legal status and rights, compliance issues, crisis management, liability, gender equity and other current issues.

SPLE 6200. Sports Communication. 3 cr. hrs.
A study of the various components of communication skills within the industry including: special events, research, corporate sponsorship, media, media events, computer systems and constituent relations through technological and traditional means.

SPLE 6300. Social-Historical Foundations of Sports. 3 cr. hrs.
Examination of 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.

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.

SPLE 6931. Topics in Athletic Leadership. 3 cr. hrs.
Examination of topics related to contemporary issues in athletic leadership.

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: Cons. of dept. ch.; cons. of prog. dir.

SPLE 6995. Independent Study in Sports Leadership. 1-3 cr. hrs.
Prereq: Cons. of dept. ch.; cons. of prog. dir.
Joint Programs of Study

M.B.A.-J.D. Degree

The Graduate School of Management, in conjunction with the Law School, offers a program of joint study leading to an M.B.A. degree and a juris doctor degree. Students seeking admission to the joint 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 joint program as a law student. Upon completion of the law program, students will be officially admitted to the M.B.A. program for completion of the remainder of the joint program.

Joint program students complete 81 credit hours in the Law School and 28 graduate business credit hours beyond required foundation courses in the M.B.A. program. Up to 21 hours of an M.B.A.-J.D. student's course work will count jointly toward both degrees (12 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. Joint program students must maintain a 3.000 grade point average to graduate with the M.B.A. degree. LAW 7236 Internet Law is encouraged for all students pursuing joint M.B.A.-J.D. degrees. LAW 7236 Internet Law may satisfy both an elective in the law program and will satisfy the IT/e-Business Elective Core requirement. Students are strongly encouraged to seek advising from both programs.

A specialization in sport business is available to students admitted to the joint M.B.A.-J.D. programs. Twelve credits of specific law courses will apply toward the M.B.A. degree. Students must take LAW 7106 Amateur Sports Law, LAW 7303 Professional Sports Law, and either two sports law workshops or one additional sports law workshop and the two credits in LAW 7950 Advanced Legal Research - topic in Sports Law, along with LAW 7236 Internet Law, which will also satisfy the M.B.A. IT/e-Business Elective Core requirement.

In general, joint program students will 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, joint program students will pay Graduate School of Management tuition at the per credit rate for graduate courses. Part-time law students will pay the per credit Law School rate for all courses.

Healthcare Technologies Management (HCTM)

The Healthcare Technologies Management Program is a collaborative effort 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 will 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 will help develop skills that will be 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.

Students who do not have an adequate undergraduate background in business may also be required to complete one or more of the following graduate business foundation courses (ACCO 6000 Accounting Foundations, ECON 6000 Economics Foundations, INTE 6000 Information Technology Foundations, MANA 6000 Mathematics Foundations, MANA 6001 Statistics Foundations) in preparation for the core business courses. 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.-M.S.N. Degree

The Graduate School of Management, in conjunction with the College of Nursing, offers a program of joint 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 joint 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 will be officially admitted to the second program for completion of the remainder of the joint program.
Joint Programs of Study

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.

Joint program students complete a total of 60 credits:

### 6 credits of M.B.A. foundations courses:

| Course | Title
|--------|-------------------|
| ACCO 6000 | Accounting Foundations
| ECON 6000 | Economics Foundations
| MANA 6000 | Mathematics Foundations

### 12 credits of Nursing core courses:

| Course | Title
|--------|-------------------|
| 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

### 24 credits of M.B.A. core courses:

| Course | Title
|--------|-------------------|
| ACCO 6100 | Managerial Accounting
| ECON 6100 | Managerial Economics
| FINA 6100 | Financial Management
| MANA 6100 | Organizational Behavior
| MANA 6240 | Strategic Management in a Global Economy
| MARK 6100 | Marketing Management
| OSCM 6100 | Operations and Supply Chain Management

Quantitative methods course (see M.B.A. elective core options)

Health care systems leadership courses:

| Course | Title
|--------|-------------------|
| HEAL 6820 | Health Care Program Development
| HEAL 6841 | Health Care Finance
| HEAL 6846 | Health Care Informatics
| HEAL 6847 | Health Care Informatics
| NURS 6852 | Health Care Systems Leadership 2

**Total Credit Hours**: 60

A comprehensive examination in the nursing content area is required. MANA 6240 Strategic Management in a Global Economy serves as the final integrating experience for the business content area and may be taken only after completing all other core course requirements.

**M.B.A.-M.A. Degree**

The Graduate School of Management, in conjunction with the Department of Political Science, offers a program of joint 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. Joint degree students are able to complete both degree programs in less time than if both degrees were pursued separately.

Students seeking admission into the joint 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 will 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 joint 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 will be officially admitted to the second program for completion of the remainder of the joint 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.

Joint 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 40 credits required for the master of business administration degree beyond foundations, if required, will come from POSC courses, and 9 of the 30 credits required for the master of arts degree in political science or in international affairs will come from GSM courses.
The number of required credit hours for the master of business administration degree might be as high as 50 credit hours if the student is not exempted from foundation courses on the basis of undergraduate studies.

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. Degree**

The Graduate School of Management, in conjunction with the Law School, offers a program of joint study leading to an M.S.H.R. degree and a juris doctor degree. Students seeking admission to the joint 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 joint 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 will be officially admitted to the M.S.H.R. program for completion of the remainder of the joint program.

Joint 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 joint M.S.H.R.-J.D. students course work will count jointly 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. Joint 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 30-32 credits. Students must complete the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation Course Work (2 credits)</strong></td>
<td></td>
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<tr>
<td>ECON 6000 Economics Foundations</td>
<td>2</td>
</tr>
<tr>
<td><strong>Required Core Course Work (12 credits)</strong></td>
<td></td>
</tr>
<tr>
<td>HURE 6500 Human Resource Statistics and Research Design</td>
<td>2</td>
</tr>
<tr>
<td>HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management</td>
<td>2</td>
</tr>
<tr>
<td>HURE 6530 Staffing Work Organizations</td>
<td>2</td>
</tr>
<tr>
<td>HURE 6590 Strategic Human Resource Management</td>
<td>2</td>
</tr>
<tr>
<td><strong>Human Resources Required Core (9 credits)</strong></td>
<td></td>
</tr>
<tr>
<td>HURE 6510 Strategic Compensation</td>
<td>3</td>
</tr>
<tr>
<td>HURE 6580 Training and Development</td>
<td>3</td>
</tr>
<tr>
<td>MANA 6100 Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td><strong>Law Courses (9 credits)</strong></td>
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</tr>
<tr>
<td>LAW 7183 Employee Benefits</td>
<td>3</td>
</tr>
<tr>
<td>LAW 7184 Employment Discrimination</td>
<td>3</td>
</tr>
<tr>
<td>LAW 7185 Employment Law</td>
<td>3</td>
</tr>
<tr>
<td>LAW 7260 Labor Law</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Credit Hours</strong></td>
<td><strong>32</strong></td>
</tr>
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</table>
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.
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 Studies Certificate Requirements
The Graduate School of Management offers a certificate in leadership studies. The certificate program requires completion of five courses (15 credits) selected from a prescribed list of LEDR courses. Of these five courses, four are required. The remaining course is an elective course that may be selected from the LEDR course listings. To demonstrate achievement of the certificate learning outcomes, students are required to write a reflective paper during the final enrollment term for the certificate.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LEDR 6000</td>
<td>History and Theory of Leadership and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6005</td>
<td>Self-Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6010</td>
<td>Conflict Resolution, Negotiation and Team Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LEDR 6015</td>
<td>Influence of Leadership on Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>or LEDR 6020</td>
<td>Leaders as Worldly Citizens</td>
<td>3</td>
</tr>
<tr>
<td>3 credits of elective course work selected from the LEDR course listings</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

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 studies.

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 credits from the following list of courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPL 6001</td>
<td>Introduction to Sports Leadership</td>
<td>3</td>
</tr>
<tr>
<td>SPL 6100</td>
<td>Legal and Ethical Athletic Leadership</td>
<td>3</td>
</tr>
<tr>
<td>SPL 6200</td>
<td>Sports Communication</td>
<td>3</td>
</tr>
<tr>
<td>SPL 6300</td>
<td>Social-Historical Foundations of Sports</td>
<td>3</td>
</tr>
<tr>
<td>SPL 6400</td>
<td>Sport Management</td>
<td>3</td>
</tr>
<tr>
<td>SPL 6931</td>
<td>Topics in Athletic Leadership</td>
<td>3</td>
</tr>
</tbody>
</table>

Students must complete the certificate program within three years. To demonstrate achievement of the certificate learning outcomes, students are required to write a reflective paper during the final enrollment term for the certificate. 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.
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Grad '50

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President, Capital Growth Management

James H. Keyes
Bus Ad '62
Retired Chairman and CEO, Johnson Controls, Inc.

Gregory F. Lucey, S.J.
President, Association of Jesuit Colleges and Universities

John P. Madden
Bus Ad '56
Retired Chairman, Madden Communications, Inc.

Daniel F. McKeithan, Jr.
President, Tamarack Petroleum Company, Inc.

Rev. Ladislas M. Orsy, S.J.
Professor of Law, Georgetown University

Sandy Zilg Pavlic
Arts '51

Ulice Payne, Jr.
Bus Ad '78
Law '82
President, Addison-Clifton, LLC

Gerald A. Rauenhorst
Eng '51
Retired Founding Chairman, Opus Corporation

Joseph Rauenhorst
Arts '78
President, Bay Court, Inc.

James A. Runde
Eng '69
Special Advisor, Morgan Stanley

Louis J. Rutigliano
Eng '60
Grad '65
Retired Vice Chairman, Ameritech Corporation
Wayne R. Sanders  
Grad '72  
Retired Chairman and CEO, Kimberly-Clark Corporation

Mary Ladish Selander  
Director of Development, Lyric Opera of Chicago

John J. Stollenwerk  
Sp '62  
Grad '66

Hon. David A. Straz, Jr.  
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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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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Vice President for Human Resources

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Stephanie J. Russell, Ph.D.  
Vice President for Mission Ministry

Arthur Scheuber  
Vice President for Administration

Lawrence Williams  
Vice President and Director of Athletics

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James South, Ph.D. (Chair)  
Philosophy Department elected faculty-2013

John J. Pauly, Ph.D. (Co-Chair)  
Provost Ex-Officio

Lea Acord, Ph.D. (Vice-Chair)  
College of Nursing faculty elected at large-2013

William J. Thorn, Ph.D. (Secretary)  
Journalism Department elected faculty-2015

Eugenia Afinoguenova, Ph.D.  
Klingler College of Arts and Sciences elected faculty-2014

Harshit Aggarwal  
School of Dentistry elected faculty-2014

Lori Bergen, Ph.D.  
Diederich College of Communication Dean’s Representative

Margaret L. (Peggy) Bloom, Ph.D.  
College of Education elected faculty-2014

Bruce Boyden, J.D.  
Law School elected faculty-2014

Margaret Bull, Ph.D.  
College of Nursing elected faculty-2015

Patricia Cervenka, J.D.  
Law School elected faculty-2013
Rev. Michael Class, S.J.
College of Professional Studies elected faculty-2013

James Courtright, Ph.D.
Klingler College of Arts and Sciences elected faculty-2013

Robert J. Deahl, Ph.D.
College of Professional Studies Dean's Representative

Andrew Dentino
School of Dentistry elected faculty-2015

Alexander Drakopoulos, Ph.D.
College of Engineering elected faculty-2013

William Fliss
Academic Library Association elected faculty librarian-2015

Marilyn Frenn, Ph.D.
College of Nursing elected faculty-2014

Ana Garner, Ph.D.
Diedrich College of Communication faculty elected at large-2015

Paul Gasser, Ph.D.
College of Engineering faculty elected at large-2015

Gregory Gillman
Graduate/Professional Student Student Representative-2013

Steven Goldzwig, Ph.D.
Diedrich College of Communication elected faculty-2013

William A. Henk, Ed.D
College of Education Dean's Representative

Marie Hoeger-Bement
College of Health Sciences elected faculty-2015

Jeanne Hossenlopp, Ph.D.
Vice Provost for Research and Dean of the Graduate School Ex-Officio

Sandra Hunter, Ph.D.
College of Health Sciences elected faculty-2013

Morgan Johnson
Marquette University Student Government 2013

Peter Jones, Ph.D.
Mathematics, Statistics and Computer Sciences Department faculty elected at large-2013

Noreen Lephardt
Business Administration faculty elected at large-2015

Scott Mandernack
Library faculty elected at large-2014

Cheryl Maranto, Ph.D.
College of Business Administration elected faculty-2014

Tim Melchert, Ph.D.
College of Education elected faculty-2015

Gary S. Meyer, Ph.D.
Vice Provost for Undergraduate Programs and Teaching Ex-Officio

Rev. Philip J. Rossi, S.J., Ph.D.
Interim Dean, Klingler College of Arts and Sciences Ex-Officio
Dawn Smith
Physician Assistant Studies Part-time faculty elected at large-2014

John Su, Ph.D.
Klingler College of Arts and Sciences elected faculty-2015

Siddhartha Syam, Ph.D.
College of Business Administration elected faculty-2015

Arica Von Boxtel
Marquette University Student Government 2013

Janice Welburn
College of Libraries Dean’s Representative

G.E. Otto Widera, Ph.D.
College of Engineering elected faculty-2014

**Academic Deans and Registrar 2014-15**

Lori Bergin, Ph.D. (Dean)
Diedrich College of Communication

Robert Bishop, Ph.D. (OPUS Dean)
College of Engineering

Margaret Faut Callahan, Ph.D. (Dean)
College of Nursing

William E. Cullinan, Ph.D. (Dean)
College of Health Sciences

Robert J. Deahl, Ph.D. (Dean)
College of Professional Studies

Mark J. Eppli, Ph.D. (James H. Keyes Interim Dean)
College of Business Administration/Graduate School of Management

Joseph D. Kearney (Dean)
Law School

William A Henk, Ed.D. (Dean)
College of Education

Jeanne Hossenlopp, Ph.D. (Dean)
Graduate School

William K. Lobb, D.D.S. (Dean)
School of Dentistry

Rev. Philip J. Rossi, S.J., Ph.D. (Interim Dean)
Klingler College of Arts and Sciences

Janice Welburn (Dean)
Libraries

Georgia McRae (University Registrar)
Office of the Provost

**University Board of Graduate Studies 2014-15**

Michael T. Johnson, Ph.D. (Chair)
College of Engineering 2015

Johnette L. (Jay) Caulfield, Ph.D.
College of Professional Studies 2014
Edward Fallone, J.D.
Law School 2013

Robert J. Griffin, Ph.D.
Diedrich College of Communication 2013

Kim L. Halula, Ph.D.
College of Health Sciences 2013

Arthur F. Hefti, Ph.D.
School of Dentistry 2015

Jeanne M. Hossenlopp, Ph.D.
Vice Provost for Research and Dean of the Graduate School Ex-Officio

Edward J. Inderrieden, D.B.A.
College of Business Administration 2014

Maureen O'Brien, Ph.D.
College of Nursing 2015

Luke Samalya
Graduate Student Organization/Graduate Student 2015

Stephen Saunders, Ph.D.
Klingler College of Arts and Sciences/Social Sciences 2015

Albert J. Rivero, Ph.D.
Klingler College of Arts and Sciences/Humanities 2013

Daniel Rowe, Ph.D.
Klingler College of Arts and Sciences/Natural Sciences 2014

Doris Walker Dalhouse, Ph.D.
College of Education 2015

Faculty and Administration 2014-15

Graduate School of Management

Administrators

Mark Eppli, Ph.D.
Interim James H. Keyes Dean of Business Administration

Robert B. Bell, Sr. Chair Real Estate
Professor of Finance

James M. McGibany, Ph.D.
Executive Associate Dean
Associate Professor of Economics

Joseph P. Daniels, Ph.D.
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Professor of Economics
Sabbatical: Fall 2012

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Director, International Business Studies
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Andrew D. Hunt  
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Director, Golden Angels Network

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Director, Applied Investment Management Program  
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Marquette University
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Miao Grace Wang, Ph.D.
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Associate Professor of Economics
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Jennica Webster, Ph.D.
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University of Nebraska-Lincoln
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Olga Yakusheva, Ph.D.
University of Illinois at Urbana-Champaign
Associate Professor of Economics

McGee Young, Ph.D.
Syracuse University
Associate Professor of Political Science and Entrepreneurial Faculty Fellow

Mark Zellmer, M.B.A.
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Instructor of Management
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