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About Marquette University

From the President

At Marquette University, the entire university 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 here 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.

Rev. Scott R. Pilarz, S.J.
President

From the Provost

This bulletin describes all the practical details of Marquette University programs that you need to know—from the range of majors and courses offered, to the requirements for graduation, to the opportunities for professional development outside of class, to academic policies and procedures. But we also hope that, in reading the bulletin, you begin to understand what makes Marquette such a special place.

Faculty at Marquette take pride in being both teachers and scholars. They believe that those roles are complementary, and that both are essential to your development as an ethical, educated person. You will discover that faculty you consider excellent teachers are often well-regarded researchers and experts in their disciplines. Their commitment to you follows from Marquette’s Ignatian values and vision. Our faculty believe that education is a mode of personal formation, conducted with a respect for the whole person, striving for ethical as well as intellectual excellence and calling for service to others.

A Marquette education asks you to engage the world’s most difficult problems, to develop organizational skills that will help you work effectively in the company of others and to maintain a steady focus on issues of ethics and social responsibility. This is a style of education that has helped generations of Marquette alumni achieve positions of distinction and leadership in virtually every field of endeavor, from law, engineering, business, medicine, education and dentistry, to the sciences, humanities, social sciences and media and performing arts. A Marquette education offers you the opportunity to be the difference in the world, and that is the gift that Marquette’s faculty, students and staff hope to share with you.

John J. Pauly, Ph.D.
Provost

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.
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.

All this we pursue for the greater glory of God and the common benefit of the human community.

Vision Statement

Our vision is to provide a Catholic, Jesuit education that is genuinely transformational, so that our students graduate not simply better educated but better people, and to do so with such excellence that when asked to name the three or four best Catholic universities in America, people will include Marquette as a matter of course.

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.

ABET Engineering Accreditation Commission, Accreditation Review Commission on Education for
the Physician Assistant, Accrediting Council on Education in Journalism and Mass Communication,
American Association of Law Schools, American Bar Association, American Chemical Society,
American College of Nurse-Midwives Division of Accreditation, American Psychological Association,
American Society of Exercise Physiology (ASEP), Commission on Accreditation of Athletic Training
Education, Commission on Accreditation in Physical Therapy Education, AACSB – International, The
Association for Advancement of Collegiate Schools of Business, Commission on Collegiate Nursing
Education, Commission on Dental Accreditation – American Dental Association, Council on Academic
Accreditation of The American Speech-Language-Hearing Association, National Accrediting Agency
for Clinical Laboratory Sciences, National Association of Schools of Theatre, National Council for
Accreditation of Teacher Education, National Strength and Conditioning Association, Wisconsin
Department of Public Instruction, Wisconsin State Board of Nursing.

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.

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, IX the Age Discrimination Acts of 1967 as amended, as well as 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.

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.
Graduate School of Management

From the Dean

marquette.edu/gsm

Welcome!

As we just celebrated 100 years of Jesuit business education, it is an appropriate time to reaffirm our commitment to educating ethical, socially responsible global leaders who are prepared to excel in a dynamic business environment. Knowing that we cannot predict what future challenges our graduates will face, we equip our students with critical thinking skills and the ability to become lifelong learners. Through applied learning experiences that take place in and out of the classroom, we prepare our students to become competitive, creative and compassionate leaders who make a difference by serving business and society in their personal and professional lives.

With the generous endowment from Jim Keyes, we have begun to implement many of the ideas that emerged from our collaborative strategic planning process. While academic quality remains a top priority, we will implement new program delivery methods and expand our geographic reach through the use of distance learning and social media technologies. Remaining focused on our local markets, we are also establishing new global partnerships with universities and organizations around key academic programs. We will connect our programs and centers with business through innovative applied learning experiences and faculty and student research that has relevance and impact. Our focus on ethics and social responsibility is more than a response to current events – it has been one of the pillars of Jesuit business education at Marquette for a century.

We are pleased that our Executive MBA program is ranked in the top 20 and our part-time MBA program in the top 50 by U.S. News & World Report. Our alumni, who number over 20,000, play key leadership roles in companies all over the world, transforming the way we do business. They do this with their exceptional knowledge, strong leadership skills and, equally important, through an indomitable spirit that puts people first as they seek to be a force for positive change.

I look forward to accomplishing great things with our students, faculty and staff, alumni, members of the business community and friends and supporters, as we move into our second 100 years.

Linda M. Salchenberger, Ph.D.
James H. Keyes Dean of Business Administration

How To Use

The Graduate School of Management (GSM) Bulletin contains information regarding the academic calendar, admissions, degree requirements, fees, regulations, and course offerings. Prospective and current graduate students are responsible for all information contained in this bulletin that is pertinent to graduate study and their specific field. Academic policy and course changes 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 2011–2012 for all official deadlines. Deadlines are also posted on the marquette.edu/gsm.
Admission and Readmission to the Graduate School of Management

Admission

Admission Status

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

Degree Status

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

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

Probationary degree status — This status is awarded to master’s degree students only by the applicant’s department or the Graduate 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 work with a 3.000 overall GPA or better, no grade lower than a BC and all credits taken at the graduate level. 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. Probationary status is typically removed upon completion of nine semester hours of work with a 3.000 overall GPA or better, no grade lower than a BC and all credits taken at the graduate level. Students failing to have their probationary status removed after completing nine semester hours are not permitted to remain in the Graduate School of Management.

**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 marquette.edu/gsm. 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
Admission and Readmission

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)

• Either the GMAT or GRE is accepted for the Human Resources and Economics graduate program.

• Essay questions on page 2 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 2 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. Transcripts routed through applicants are not normally accepted as official. Applicants with course work in progress toward the fulfillment of a degree are required to submit an official final transcript verifying receipt of their degree after completing the course work. All applicants who have transcripts in a language other than English must provide official transcripts accompanied by certified English translations.

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

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 programs 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 at marquette.edu/gsm.
Additional application materials as requested by the program

It is the applicant’s responsibility to obtain information about these requirements from their Graduate Programs 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 marquette.edu/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 accept the GMAT for admission to the master’s programs. The GMAT is a program requirement for business administration, executive business administration, and accounting. 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)

Economics and Human Resources accept GRE (General Test) scores. Applicants are urged to complete this test either in the senior year of undergraduate work or before filing an application for admission. 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.

Test of English as a Foreign Language (TOEFL)—International Students Only

International students whose language of instruction for their bachelor’s degree education (or master’s, if applicable) was not English must take the TOEFL. International students should have an adequate command of both written and spoken English, usually evidenced by a TOEFL score of at least 550 on the paper-based version, 213 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 20 is required for each of the four sections with an overall minimum score of 88. 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 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 6.0–6.5 or higher will be required for admission. Information about the IELTS can be found at ielts.org.

ESL Language Centers

The Graduate School of Management will accept successful completion of ELS Language Centers level 112 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 their 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 $10 (U.S. currency) will be refunded. A written request for a refund 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 our website at marquette.edu/gsm. 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 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. Graduate School generically refers to all graduate and professional schools and students, and terms such as associate vice provost or associate/assistant dean will refer to the appropriate official in the other colleges/schools. Graduate School students should appeal to the Graduate School while professional students should appeal to the appropriate person in their college or school, i.e., Graduate School of Management 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. for graduate students the assigned college is the Graduate School).

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 research misconduct policy 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 of the research misconduct policy (http://www.marquette.edu/orsp/documents/ResearchMisconductPolicy1_09.pdf). 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 Policy on Academic Honesty, found at marquette.edu/mucentral 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 it shall refer to the assistant vice provost, 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).

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 e-mail 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 associate dean of the college offering the course. In turn, within 5 working days, the 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 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 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 associate dean may convene a review of the student’s actions by a college panel. The 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, associate deans, and others. The 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 associate dean of the student’s assigned college (the assistant vice provost for graduate programs) 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 associate dean to issue grades of ADW or F to the dean of the student’s assigned college (the dean of the Graduate School in the case of graduate students). 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 associate dean will be provided to the student and 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 associate dean (in the case of graduate students to the assistant vice provost for graduate programs) of the student’s assigned college 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 associate dean (in the case of graduate students to the assistant vice provost for graduate programs) 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 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 with a copy provided to the Office of the Provost.

Students have the right of appeal of the allegation of academic dishonesty and the disciplinary actions of the 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 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 associate dean will be provided to the student and 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), 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 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. The decision of the provost is final.
Other Considerations

The 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 campuswide sanction.

Maintenance of Disciplinary Records

Records relating to academic dishonesty will be maintained by the associate dean of the student’s assigned college to promote consistency of penalties for academic dishonesty and to ensure appropriate action against repeat offenders. In order to ensure that minor and nonrecurring infractions do not negatively impact a student’s career beyond Marquette University, a student may petition to the associate dean of his or her academic college to have relevant academic disciplinary records expunged after the student graduates or leaves the university. The associate dean has sole authority to consider and to grant or deny such petitions. The university will release a student’s disciplinary records to potential employers, governmental agencies, other educational institutions, or other organizations or individuals only if authorized to do so by the student in question or if compelled 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 e-mail account from the Graduate School of Management. Marquette University e-mail 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 e-mail.

**Academic Standing**

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

**Good Standing**

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

**Warning**

Warning Level 1: Students that earn a grade below a B in any given enrollment period, but who maintain a 3.00 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 work are subject to dismissal from their graduate program and the Graduate School of Management. Unsatisfactory work includes, but is 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 3 credits 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; c) violation of probation requirements; 4) unprofessional behavior in a class, or professional setting representing Marquette University. Students may also be dismissed for breach of academic integrity, including, but not limited to: cheating, dishonest conduct, plagiarism, collusion or research misconduct.

Within 6 days after the date of notice of dismissal based upon academic grades, a student may appeal the decision to the associate dean of the Graduate School of Management. A student who does not appeal will be disenrolled 7 days after the date of the notice of dismissal.

Appeal process is: Student initiates the appeal within 6 days of the dismissal notice. The appeal must be in writing to the director of the program. (For MBA students, please send to the GSM associate dean). The director has 6 days to review the case and respond to the student in writing. If the dismissal is upheld by the director of the program, the student has 6 days to further appeal the dismissal in writing to the associate dean, for MBA students, the second appeal is sent to the executive associate dean, who has 6 days to respond in writing. If needed, a 3rd appeal may be sent in writing to the dean of the Graduate School of Management. The dean will respond in writing within 6 days. The dean of the Graduate School of Management’s decision is final.

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.

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 continuous enrollment at the discretion of the Graduate School of Management or the student's graduate program. See the specific process at marquette.edu/gsm.

**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 on when a student may participate in the spring or winter Commencement.

1. Students may participate in only one university Commencement per degree, and their names will only be published in the Commencement program in which they participated.

2. Spring Commencement:
   - Students who are in good academic standing, have met the appropriate graduation application deadline and will complete their degree requirements, including the official recording of any transfer work, by the end of the spring term will participate in spring Commencement.
   - Master's students, who are in good academic standing, have met the appropriate graduation application deadline and will complete their degree requirements, including the official recording of any transfer work, by the end of the summer term and are pre-registered for those final requirements may participate in spring Commencement.

3. Winter Commencement:
   - Students who are in good academic standing, have met the appropriate graduation application deadline and will complete their degree requirements, including the official recording of any transfer work by the end of the fall term will participate in winter Commencement.
• Students who completed their degree requirements in August and did not participate in spring Commencement will participate in winter Commencement.

4. Students who participate in Commencement without completion of their degree requirements will have their names published in the Commencement program with a notation indicating the expected term of completion; however, these students will not have any graduation honors noted.

5. Degree conferral is certified by the official Marquette transcript noting the degree completion. Receipt of a diploma or the participation in Commencement does not constitute certification of degree conferral.

6. Any exceptions to this policy must be approved by the provost.

Communication

As a new student, you automatically have a Marquette University e-mail account on eMarq. eMarq is accessible on and off campus on any computer with Internet access. The website is eMarq.mu.edu (https://emarq.marquette.edu/owa/auth/logon.aspx?replaceCurrent).

Graduate School of Management communication will be sent to your Marquette University e-mail account, including, but not limited to registration information, deadlines and academic review notifications. Marquette University e-mail is an official means of communication. Students are expected to utilize this tool for all Marquette University communication. (also see E-mail policy (p. 42)

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 MSAE program. 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 via our website at 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 or the Graduate School of Management, as applicable, as well as those set forth in the At Marquette student handbook. Violations of regulations found in the student handbook will be administered by the Office of Student Development. Copies of At Marquette are available at the Office of Student Development or at marquette.edu/osd. If there is a conflict between the two applicable regulations or procedures, the Graduate School’s or the Graduate School of Management’s, as applicable, 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/documents/IntellectualPropertyPolicy.pdf) Marquette University students are subject to the policy when, working for pay or for academic credit, they participate in faculty research programs.

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. 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 are typically distributed at the May Commencement ceremonies. Any special arrangements for the mailing of May diplomas, etc., must be made directly with the Office of the Registrar. August and December diplomas are available for pick up or can be requested by mail from the Office of the Registrar. The Office of the President sends announcements to the names indicated on the Graduation Application each graduating student submits online to the Graduate School of Management. 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. Department Commencement exercises, if occurring, may require tickets. For further information contact University Special Events at (414) 288-7431 or visit the website at marquette.edu/commencement.

**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)

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.

**Note:** During fall and spring terms, if a student takes credits only during part of the term, the status is effective only for the period that the student is registered, not for the entire term. For the summer term, the status attained applies to the entire term regardless of the session(s) in which the credits are taken.

**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 is printed in the At Marquette student
handbook and copies may be obtained from the Office of Student Development in the Alumni Memorial Union, 329, or online on the “Academic Policy” page at marquette.edu/mucentral.

Grade Appeals

Students should make every attempt to resolve grade appeals directly with the faculty member involved. Within the GSM, students unable to resolve the issue with the faculty member should make a formal, written appeal to the chairperson of the department in which the course was taught. If unable to resolve the issue, the student has the right to appeal in writing to the executive associate dean. If still unresolved, the student may appeal to the dean of the Graduate School of Management in writing. The dean’s decision is final. All grade appeals shall be heard for the Graduate School of Management by the school or college that teaches the course, following the rules of that school or college. Their decision is final, and no further appeal is available. In schools or colleges with a departmental structure, the appeal procedure usually begins with the department chairperson. See the specific process at marquette.edu/gsm.

Grading System

The following letter grades and their achievement equivalents are used by instructors in the Graduate School 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.
All graduate students must maintain a grade point average of at least 3.000 to graduate. (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.

<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>

<table>
<thead>
<tr>
<th>Grade</th>
<th>Circumstance</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADW</td>
<td>Administrative Withdrawal; student was withdrawn from the course for administrative reasons, as determined by the university via a dean’s decision, a formal hearing and/or an appeal process.</td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
</tr>
<tr>
<td>CR</td>
<td>Credit; equivalent of C work or better.</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete; assigned on a pre-arranged basis, to allow completion of course assignments other than the final examination; the student’s performance in the course must merit this exception otherwise, the instructor will assign either a grade of F, or a passing grade that reflects both the quality of the work completed and the significance of the work which has not been completed.</td>
</tr>
<tr>
<td>IC</td>
<td>Course Incomplete; assigned to all students enrolled in a course, clinical, independent study/research, capstone, etc. that will not be completed by the grading deadline for the term in which the course is scheduled; changed to a letter grade by the faculty at the time of completion (no initiation needed by the student); permanent grade must be assigned within one year after IC is posted.</td>
</tr>
<tr>
<td>IE</td>
<td>Incomplete Extension; assigned by the college office to those students who are granted an extension to the deadline for removal of an I, IX or X grade.</td>
</tr>
<tr>
<td>IX</td>
<td>Incomplete course work and final exam not taken; assigned to a student who has incomplete course work and is absent from the final examination; must meet the criteria for both the I grade and the X grade; a student not qualifying for the IX will be assigned the grade of F.</td>
</tr>
<tr>
<td>NC</td>
<td>No Credit; equivalent of less than C work.</td>
</tr>
<tr>
<td>PI</td>
<td>A permanent grade assigned to those students who do not have the temporary grades of I, IX or X removed by the published deadline.</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory completion in a course bearing no credit; mandatory grade for all zero credit bearing courses.</td>
</tr>
<tr>
<td>UNC</td>
<td>Unsatisfactory completion in a course bearing no credit; mandatory grade for all zero credit bearing courses.</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory completion in a credit bearing competency-based course; equivalent of C work or better.</td>
</tr>
<tr>
<td>SY</td>
<td>A permanent grade indicating satisfactory work completed 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 of a credit bearing, competency-based course; equivalent of less than C work.</td>
</tr>
<tr>
<td>UW</td>
<td>Unexcused withdrawal; 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>A permanent grade indicating unsatisfactory work completed 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>
</tbody>
</table>
ADW Grade

This grade is assigned by the college office offering the course, and will take precedence over the W, WA or UW grade, should the student withdraw or be withdrawn from a course after the faculty or other university personnel initiated the administrative action which ultimately results in this grade.

Audit

Students must first register for a course via CheckMarq, then request the audit option from the Graduate School. The Registration Change Request form on the Graduate School's website at business.marquette.edu/academics/forms is used for this request. The deadline to request the audit option for each session is listed on the University Academic Calendar. Classes being audited are not charged at the normal tuition rate. Refer to the Financial Information section 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.

Grade Changes

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

Temporary Grades — I, IC, IE, IX or X

Graduate students who do not complete course requirements during the term in which the class is offered may be given one of the following temporary grades after consultation with their instructor: X, when the final examination is missed; I, when the course work has not been completed; IE, when an I grade extension has been approved via student request (Request for Extension of I Grade Deadline form, found at business.marquette.edu/academics/forms); or IX, a combination of missed final examination and incomplete course work. The temporary grade of IC is issued when the course extends beyond the grading period.

The faculty member must submit a grade change form, found in CheckMarq, to change an I, IC, IE, IX or X to a permanent grade. The grade change deadline listed in the Academic Calendar pertains to I, IX, and X grades. For these grades, the student is obligated to submit all missing work to the instructor by the deadline, or to issue an extension request to the Graduate School of Management by the deadline.
It is the responsibility of the faculty member to initiate the grade change procedure for the I, IX, and X grades by the deadline listed in the Academic Calendar. Grades of I, IE, or IX or X that are not resolved by the deadline will become permanent grades of PI on the student’s record. Change of the IC grade is faculty initiated, once the class is completed.

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. Application forms for Graduate School of Management students are available at business.marquette.edu/academics/forms. 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. 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 of Management, as applicable, certifying the completion of their program. The student must still apply for graduation and the diploma will reflect the next graduation date.

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 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 at marquette.edu/shs/. 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 at marquette.edu/mucentral. (http://www.marquette.edu/gsm) 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 at business.marquette.edu/academics/forms, (http://www.marquette.edu/gsm) then 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. 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 Office of the Registrar’s website for transcript requests at marquette.edu/mucentral.
Jesuit Multilateral Agreement (Jesuit MBA)

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 MBA 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 MBA 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 MBA and is not restricted to six transfer credits. Students must earn a B or better grade to transfer courses. Students earn the MBA 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 the GSM website at marquette.edu/gsm. Additional Jesuit MBA information can be found at jesuitmba.org. (http://www.jesuitmba.org)

Law Student Consent to take a GSM course

Law students not pursuing the joint MBA/JD 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 GSM website at business.marquette.edu/academics/forms, (http://www.marquette.edu/gsm) obtain all required consent (i.e. Law School and instructor) 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. The Transcript Forwarding Request for can be found at business.marquette.edu/academics/forms.

Law students may pursue the joint MBA/JD degree. Further information is posted in the MBA section of the bulletin.

Medical Withdrawal

Purpose

An official medical withdrawal may be needed when, in extraordinary cases, a student’s physical and/or psychological condition interferes with that student’s ability to participate in campus life, including the ability to complete or make satisfactory progress toward academic goals. Upon request, an official medical withdrawal may be granted, or in some cases, required by the university, as referenced in the Student Handbook, or other university, college or school policies. Note: a student may withdraw from a term for various reasons, including medical; however, if the student wishes to be verified by the university as having withdrawn with an official medical withdrawal, this policy and the processes outlined below then applies.
Process

A student who chooses to withdraw and requires documentation of the withdrawal for health insurance or other purposes, must complete the appropriate Medical Withdrawal form found here: mu.edu/mucentral/registrar/policy_forms.shtml. This form must be submitted before or within the term of illness/injury and by the deadline to withdraw from the session/term, as published in the University Academic Calendars (mu.edu/mucentral/registrar/cal_index.shtml). If the student is unable to participate in the medical withdrawal process and an official medical withdrawal is needed, the student’s college/school office, parent, spouse, partner, or other designee may do so on behalf of the student, once the incapacitation of the student is documented or power of attorney is provided. The Office of Student Affairs may, at times, require a student’s medical withdrawal on an involuntary basis. In this case, that office will process the Medical Withdrawal form on behalf of the student. In either case, voluntary or involuntary withdrawal, the university will not grant retroactive official medical withdrawals of any kind for previous terms/sessions. In addition, all previously graded courses at the time of the request will remain on the student’s record, regardless of the term/session in which the courses were taken.

A student who withdraws, or is withdrawn, for medical reasons prior to the end of late registration will have no courses reflected on the academic record for the term of the withdrawal. A student who withdraws, or is withdrawn, for medical reasons after the end of late registration will receive final grades of ‘W’ in all courses for the term of the withdrawal, except when courses have already been graded, or when grades of ‘ADW’ (administrative withdrawal) are warranted.

The completed ‘Medical Withdrawal Request’ form is to be submitted in person to Marquette Central or mailed to the Office of the Registrar by the student, the student’s designee, the student’s college/school office, or the Office of Student Affairs, and must include all relevant documentation as described on the form. The form and all documentation will be confidentially forwarded to the Medical Withdrawal Committee (MWC) for action.

The Medical Withdrawal Committee is comprised of four to five members. Permanent members include representatives from the Counseling Center, the Office of Student Financial Aid and the Office of the Registrar. Additional representatives will be included as follows: a designated representative from the Committee on Academic Procedures (for undergraduate student requests); a designated representative from the Graduate School (for graduate student requests); a designated representative from the Graduate School of Management (for GSM student requests); designated representative from the College of Health Sciences (for Health Sciences Professional or pre-professional student requests). The Medical Withdrawal Committee reserves the right to consult with individuals from the student’s college/school office, Counseling Center and/or Student Health Services on a case-by-case basis. The Medical Withdrawal Committee will carefully review each request for medical withdrawal and determine the action to be taken, including any refund, if appropriate. A medical withdrawal determination will result in a registration hold placed on the student’s record.

A student has the right to appeal the Medical Withdrawal Committee’s determination by writing to the Office of Student Affairs within five business days of the Committee’s decision. The refund decision, if any, may not be appealed on its own, but will be considered as part of an appeal of the withdrawal decision. The Office of Student Affairs will, in turn, consult with the student’s college/school office, or other university offices if appropriate, and reply to the student within five business days. The determination of the Office of Student Affairs is final.

Once a final determination has been made, the form will be signed by the chair of the committee and forwarded to the Office of the Registrar. The Office of the Registrar will then notify the student’s college/school office and other offices, as appropriate; process the withdrawal; add the registration hold; and apply any refund, if granted. The original signed form will be retained by the Office of the Registrar as part of the permanent academic record.

Because a medical withdrawal can affect so many aspects of academic progress at Marquette, the student is encouraged to first consider other options that might enable the student to remain enrolled. Before requesting a medical withdrawal, a discussion with the student’s college/school office, the Office of Student Financial Aid (if applicable), the Office of International Education (if applicable) and other
Academic Regulations

offices, as appropriate, is highly encouraged (e.g., Veterans, ROTC). It is also recommended that each student discuss the ramifications of a withdrawal with his/her health insurance or other service providers.

Readmission after Medical Withdrawal: Immediate Subsequent Term

1. A student who withdraws prior to the end of registration, such that no courses appear on the academic record for the term of withdrawal, must apply for readmission to the university in order to attend any subsequent term.

2. A student who withdraws after the end of late registration and has already earned grades, or receives grades of ‘W’ and/or ‘ADW’ in the term of withdrawal, is not required to apply for readmission to the university for the immediate subsequent term.

Approval to return to the university following a medical withdrawal is not guaranteed. The review process will follow all of the regulations outlined in the university readmission policy, in addition to any additional requirements imposed at the time of the medical withdrawal. The Medical Withdrawal Committee must approve a student’s return to the university and the student’s college/school must subsequently approve readmission to the college/school (if applicable). The registration hold imposed at the time of the medical withdrawal will not be removed from the record until the student is readmitted by the college/school (as applicable) and/or approved to return to the university by the Medical Withdrawal Committee.

Because of the documentation required, and the various decisions that must be made by university officials, it is necessary that the process to return, as outlined above, begin well in advance of the term/session in which the student wishes to re-enroll. At a minimum, the completed readmission application (if applicable), the ‘Request to Return After a Medical Withdrawal’ form and all required documentation must be submitted no later than two weeks prior to the start of the session/term in which the student desires to return to the university. Failure to meet the two-week deadline may result in deferment of readmission to the following term/session.

Readmission after Medical Withdrawal: Future Terms

1. A student who withdraws prior to the end of registration, such that no courses appear on the academic record for the term of withdrawal, must apply for readmission to the university in order to attend any subsequent term.

2. A student who withdraws after the end of late registration, has already earned grades or receives grades of ‘W’ and/or ‘ADW’ in the term of withdrawal and who does not enroll in the immediate subsequent term, must apply for readmission to the university.

Approval to return to the university following a medical withdrawal is not guaranteed. The review process will follow all of the regulations outlined in the university readmission policy, in addition to any additional requirements imposed at the time of the medical withdrawal. The Medical Withdrawal Committee must approve a student’s return to the university and the student’s college/school must subsequently approve readmission to the college/school. The registration hold imposed at the time of the medical withdrawal will not be removed from the record until the student is readmitted by the college/school, and/or approved to return to the university by the Medical Withdrawal Committee.

Because of the documentation required, and the various decisions that must be made by university officials, it is necessary that the process to return, as outlined above, begin well in advance of the term/session in which the student wishes to re-enroll. At a minimum, the completed readmission application, the ‘Request to Return After a Medical Withdrawal’ form and all required documentation must be submitted no later than two weeks prior to the start of the session/term in which the student desires to return to the university. Failure to meet the two-week deadline may result in deferment of the readmission decision to the following term/session.
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 withdrawing from courses, can be done using the online registration system. Instructions for adding or withdrawing from courses are available at marquette.edu/mucentral/registrar.

After the close of registration each term, 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 via our website at business.marquette.edu/academics/forms.

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 mba@marquette.edu to ‘request to add a course’. Courses are not routinely added. Normally, 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.

Withdrawing from (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 our website at 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) 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.

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. 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).

Students are urged to contact the Graduate School of Management at (414) 288-7145 or 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.

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 our website at business.marquette.edu/academics/forms, (http://www.marquette.edu/gsm) 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. Courses that are failed may be repeated until a passing grade is earned.
   A failed grade is determined as any grade that is lower than the minimum grade needed in a course, as per university policy and/or the requirements of a college’s program requirements.
   A passing grade is determined by the minimum grade that is required in order to receive credit for the course, or to fulfill the program requirements of a degree, major, minor, or certificate as published in the academic program requirements of the university, college, school, department.
5. These courses allow unlimited repeats: colloquiums, continuation, placeholder, independent study/research, internships, seminar/reading, studio/workshops, study abroad and variable title courses (e.g., topics).
6. If a student repeats a course that was transferred to Marquette, only the Marquette course/grade will be reflected in the total credits earned.

Should a student need to take a course more than once, other than those reference in item #5 above, the student must file the ‘Request Permission to Repeat a Course’ form, found online at marquette.edu/mucentral/registrar.

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 via the GSM website at business.marquette.edu/academics/forms. (http://www.marquette.edu/gsm)
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 online at business.marquette.edu/academics/forms. (http://www.marquette.edu/gsm) 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. 16)).

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 in 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, found online at 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
Academic Regulations

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 that 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 at business.marquette.edu/academics/forms.

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 online at 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. 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 (MSA) - 9 credits, Economics (MSAE) - 9 credits, Human Resources (MSHR) - 9 credits), Business Administration (MBA) - 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 MBA 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 GSM website at 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 MBA 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</th>
<th>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><strong>Total Credit Hours</strong></td>
<td></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

Recommended review guides are available on our website at marquette.edu/gsm.

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 or via e-mail at mba@marquette.edu and is posted to the GSM website at marquette.edu/gsm.

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 in this section of the bulletin.
Student Resources and Facilities

Student Resources

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, located within Student Educational 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, informal counseling, advocacy training, etc.

More detailed information about accessibility for all students at Marquette can be found at marquette.edu/disability-services. The Office of Disability Services is located in Marquette Hall, 05; 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’s email policy at marquette.edu/its/about.

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 marquette.edu/mucentral/financialaid. 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 marquette.edu/mucentral.

Schedule of Classes (Snapshot)

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. Snapshot can be found at marquette.edu/mucentral/registrar/snapshot.
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 via the Internet. Students can access CheckMarq from any computer with Internet access. Click here to go to checkmarq.mu.edu (http://checkmarq.mu.edu/). 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 transcript is a 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 at marquette.edu/mucentral/registrar and submitting it to the Office of the Registrar. Current students may request a transcript online via their CheckMarq account. All transcript requests should be submitted one week in advance of the date the transcript is needed.

The fee for this regular service is $5 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 Veterans Administration programs must report to Marquette Central at the beginning of each fall, spring or summer term for which he or she is registered. Information or consultation is available at any time during regular office hours. Information regarding veterans' benefits may also be found at marquette.edu/mucentral/registrar.

Marquette participates in the Yellow Ribbon GI Education Enhancement Program; which is a provision 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 exceed the highest in-state public undergraduate rate. The number of student sponsored for Yellow Ribbon Program benefits is limited. For additional information visit the Veterans Benefits site on the Marquette Central website.

VA regulations require schools to enforce certain standards of progress in regard to certifying veterans for educational benefits; therefore any veteran who wishes to receive veterans’ educational benefits must meet the published academic standards and requirements of the university.

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.
Student Resources and Facilities

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.

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 and families participating in the Marquette University Family Literacy Project, a collaboration between the university and neighborhood elementary schools. Students enrolled in 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.

Instructional Media Center

The Kenneth Shuler Instructional Media Center (IMC) provides a wide 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 instruction through technology. The IMC is also responsible for audio-visual equipment distribution and technical support in 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 informational, development and student recruiting purposes.

The facilities of the IMC are state-of-the-art and an important component of the J. William and Mary Diederich College of Communication broadcast curriculum. Our facilities include two digital television studios, eight video editing suites, three audio studios, and computer graphics platforms. These advanced facilities are used as classrooms and laboratories by students pursuing a degree in Broadcast and Electronic Communication. Students also have access to these facilities as they participate in MUTV and/or MUR the student operated campus television and radio stations.

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 Libraries’ 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 new (2003) Raynor Library 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 online databases, thousands of books in digital format, and an ever-growing (over 26,000 titles) collection of full-text online newspapers, journals and magazines. The primary service point in Raynor is the two-level Information Commons (IC), 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, e-mail and 24/7 "chat" assistance through its AskUs! services.

Raynor’s first level is open 24/7 when classes are in session, and the second level and bridge are open until 2 a.m. Sunday through Thursday, 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 24-hour recorded message at (414) 288-1530.

Additional features of Raynor Library include: reference collections, circulating laptops with wireless connectivity, the Class Reserves and Media Services Desk, Browsing and Spirituality collections and the Funding Information Center. 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:

- Libraries’ website at marquette.edu/library.
- Campus map showing campus libraries at marquette.edu/campus-map/marquette-map.pdf
Law Library

The primary mission of the Marquette University Law Library is to support, through its information and service resources, the curricular, research and service activities of the Marquette University Law School faculty and students.

The Law Library is located in the Law School in Eckstein Hall. The collection is comprised of 362,586 volumes representing 199,066 print volumes and 3,200 electronic and print subscriptions. Wireless connectivity is available throughout Eckstein Hall.

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.

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, Communications 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 7:30 a.m., daily.

The department maintains an outdoor telephone system, including more than 200 Blue Light Phones. Blue Light Phones are located on campus pedestrian walkways, mall 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 Communication 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.

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.

Public Safety complies with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act through the publication of the Safety Resource Guide, which includes campus crime...

**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 online at marquette.edu/research/centers.php.
Student Financial Aid

Financial Aid Available From the Office of Student Financial Aid

Financial aid consists of scholarships or assistantships, student loans and part-time employment, and can 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.

Although care is taken to ensure the accuracy and timeliness of information contained in this bulletin, due to constantly changing federal and state legislation, as well as unintended error, the contents are subject to change and/or deletion without notice. Current information can be obtained by visiting marquette.edu/mucentral or by calling Marquette Central at (414) 288-4000.

Eligibility Requirements

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

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

• Be registered with Selective Service, if required.

• Complete the Free Application for Federal Student Aid (FAFSA) at fafsa.gov (http://www.fafsa.gov).

• Not be in default on any loan or owe a refund on any grant made under Title IV of the Higher Education Act of 1965, as amended, at any institution.

• Demonstrate financial need, if applying for need-based aid.

• 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 working toward a degree or certificate.

• 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

Students may apply for financial aid if they are currently enrolled or are applying for admission to Marquette University. Be advised that no offer of financial assistance will be made until the student is formally admitted to the university. All students applying for financial aid must complete the Free Application for Federal Student Aid (FAFSA). The FAFSA is available online at fafsa.gov (http://www.fafsa.gov) beginning on January 1 for the upcoming academic year.

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

By federal regulation, Marquette University is required to apply both qualitative and quantitative standards in measuring academic progress for financial aid purposes. These standards apply to all students who receive institutional, state and federal Title IV and Title VII funds administered by the university. Federal Title IV programs for graduate students include William D. Ford Federal Direct Stafford and PLUS Loans, Federal Perkins Loans and Federal Work Study. Title VII programs include the Federal Nursing Loans.

Marquette has established the following criteria for graduate students in conjunction with federal regulation published on Oct. 6, 1993, Federal Register Part 668.16 and the Higher Education Amendments of 1986.

I. Qualitative Standards of Academic Progress

Financial aid recipients are governed by the performance standards of the school or college in which they are enrolled.

II. Quantitative Standards of Academic Progress

Students must complete their academic programs and receive their degrees within a maximum time frame. For graduate students, 6 years is the maximum amount of time a student may attempt toward degree completion. In addition, graduate students must earn 75% of their cumulative credits attempted.

Note: Grades of I, U, UW, W and WA, unreported grades, grades of F or audit credits are not counted as earned credits.

III. Failure to Meet the Satisfactory Academic Progress Standards (Quantitative)

1. First Occurrence

   Students who do not meet the standard will be put in a warning status. The student will be notified of this status in writing.

2. Second Occurrence

   If a student fails to meet the standards for a second year, the student will be ineligible for further aid consideration. Eligibility can be regained by making satisfactory progress within one term at the student’s own expense. Eligibility cannot be reinstated if the student simply sits out for an enrollment period or pays his/her own expenses for a term without making satisfactory progress.

3. Third Occurrence

   Aid eligibility is terminated. An appeal for reinstatement requires a written plan signed by an academic adviser on how the student intends to meet graduation requirements.

   If a student in an ineligible status receives aid, full repayment will be required of all funds received, excluding College Work Study. A student working under the Federal Work Study program will have his/her employment terminated.

Reinstatement of Eligibility

When a student has made satisfactory progress as outlined above for a particular term at Marquette at his/her own expense, the student must provide the Office of Student Financial Aid with a final grade report. The student will then be reinstated to an eligible status.
IV. Satisfactory Academic Progress Appeal Procedures

1. Student must complete Section A of the Appeal Form and forward it to the appropriate college/school for completion of Section B. The basis of the appeal may include, but is not limited to, the following extenuating circumstances: personal injury or illness, family difficulties, interpersonal problems, death of student’s relative, difficulty balancing responsibilities.

2. Results of the appeal will be communicated to the student from the Office of Student Financial Aid.

3. Appeal must be granted prior to the end of the term for which aid is desired.

4. Recommendation of the college/school is final.

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 (MSAE) 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 Assistance

Gift Assistance

American Indian Graduate Fellowship Program (AIGC)

Eligibility:

1. Enrolled full-time.
2. Certified as Indian by tribe.
3. Must show financial need.
4. Must be in post-baccalaureate program.

Amounts:

Federal government funds program, AIGC selects eligible students and determines amount of each student’s fellowship.

Application Process:

1. File the FAFSA.
2. Contact AIGC at aigc.com (http://www.aigc.com) or (505) 881-4584 to request application directly. Deadline is June 1.

Employment Assistance

Marquette Student Employment (MSE)

Eligibility:

Must show proof of identity and eligibility to work in U.S. (original birth certificate, Social Security card or U.S. passport, visa).
Amounts:
Varies. Determined by each employer.

Terms:
1. Paid every two weeks; rate of pay depends on nature of job, skills and experience.
2. Recommend students work no more than 20 hours per week while classes are in session; students may work no more than 40 hours per week while classes are not in session.
3. Employer determines rate of pay and frequency of payment.

Application Process:
Use the JobConnection website at jobconnection.mu.edu/interfase (https://jobconnection.mu.edu/interfase.htm) to access job listings.

Off-Campus Employment

Eligibility:
Must show proof of identity and eligibility to work in U.S. (original birth certificate, Social Security card or U.S. passport, visa).

Amounts:
Varies. Determined by each employer.

Terms:
Off campus positions with Milwaukee area businesses have no restrictions on hours worked; however recommend a student work no more than 20 hours per week while classes are in session.

Application Process:
Use the JobConnection website at jobconnection.mu.edu/interfase (https://jobconnection.mu.edu/interfase.htm) to access job listings.

Loan Assistance

William D. Ford Federal Direct Loan - Subsidized (Stafford Loan)

Eligibility:
1. Enrolled at least half-time.
2. Not in default on prior federal student loans.
3. Must show financial need.
5. Making satisfactory progress toward a degree.

**Amounts:**
Students may borrow up to $8,500 per academic year. The exact amount will vary depending upon financial need. Cumulative maximum for graduate and professional students is $65,500 for both undergraduate and professional studies combined.

**Terms:**
1. Interest rate is fixed at 6.8 percent.
2. No interest is charged while enrolled at least half-time and during the grace period. Repayment begins 6 months following enrollment of less than half-time.
3. Standard repayment period is 10 years. Other repayment options are available.
4. A 0.5 percent processing fee is deducted from the loan proceeds when the funds are disbursed. See loan disclosure statement for details.

**Application Process:**
1. File the free Application for Federal Student Aid.
2. Eligible students who have accepted the Stafford Loan on CheckMarq will receive instructions on completing the electronic Master Promissory Note (eMPN) and entrance counseling.

**William D. Ford Federal Direct Loan - Unsubsidized (Stafford Loan)**

**Eligibility:**
1. Enrolled at least half-time.
2. Not in default on prior federal student loans.
4. Making satisfactory progress toward a degree.

**Amounts:**
Loan limits are calculated in combination with any amounts borrowed from the Subsidized Stafford Loan. Annual combined limit cannot exceed $20,500.

**Terms:**
1. Interest rate is fixed at 6.8 percent.
2. Interest accrues while in school.
3. Students may choose to make quarterly interest payments, or have the interest deferred and capitalized once prior to repayment.
4. A 0.5 percent processing fee is deducted from the loan proceeds when the funds are disbursed. See loan disclosure statement for details.

5. No prepayment penalty.

Application Process:

1. File the free Application for Federal Student Aid.

2. Eligible students who have accepted the Stafford Loan on CheckMarq will receive instructions on completing the electronic Master Promissory Note (eMPN) and entrance counseling.

Federal Direct Grad PLUS Loan

Eligibility:

1. Enrolled at least half-time in a degree program.

2. Not in default on prior federal student loans.


4. Making satisfactory progress toward a degree.

5. Completed the FAFSA.

6. Must be credit worthy.

Amounts:

Students may borrow up to the difference between the cost of attendance minus the other financial aid.

Terms:

1. Interest rate is fixed at 7.9 percent.

2. Interest is charged for the life of the loan.

3. Interest and principal may be paid while in school.

4. A 2.5 percent processing fee is deducted from the loan proceeds when the funds are disbursed. See loan disclosure statement for details.

5. No prepayment penalty.

Application Process:

1. File the free Application for Federal Student Aid.

2. Complete and submit the Federal Direct Grad PLUS Loan Credit Authorization form.

3. Eligible students whose Grad PLUS Loans have been accepted will receive instructions on completing the electronic Master Promissory Note (eMPN) and entrance counseling.
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 at 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 grades of UW, WA or F 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 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 at marquette.edu/mucentral. Credit card payment is available through a third party provider. The convenience 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 at 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, 2011. 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 their appropriate school (Graduate School or Graduate School of Management). Students must notify the Graduate School by submitting the Audit Request form found at marquette.edu/grad/forms. Graduate accounting, business administration, economics, executive business or human resources students must notify the Graduate School of Management.

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 2011-12 academic year is $945.00.

Executive M.B.A. tuition for the class starting in fall 2011 is $57,900.00 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 e-mail at MBA@marquette.edu.

Fee structure:
Billed $16,350 (deposit plus first semester) Fall 2011, then 13,850/term spring, summer and fall 2012. Total tuition is $57,900.
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>$5.00</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, search-able website 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. You may access the website at marquette.edu/offcampus. 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>$1,805.00</td>
</tr>
<tr>
<td>Loyalty 50 (off campus/commuter students only)</td>
<td>$350.00</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. 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.
Programs and Courses of the Graduate School of Management

Graduate School of Management

Dean’s Office

**Keyes Dean:** Linda Salchenberger, Ph.D.
**Executive Associate Dean:** James McGibany, Ph.D.
**Associate Dean for Graduate School of Management:** Jeanne Simmons, Ph.D.
**Assistant Dean for Undergraduate Programs:** Joseph Terrian, M.B.A.
**Admissions Coordinator:** Debra Leutermann
**Director of Student Services:** Cheryl Nelson

Department Chairs

**Accounting:** Michael Akers, Ph.D.
**Economics:** Abdur Chowdhury, Ph.D.
**Finance:** Sarah Peck, Ph.D.
**Management:** Cheryl Maranto, Ph.D.
**Marketing:** Gene Laczniak, Ph.D.

Directors/Appointments

**Applied Investment Management:** David Krause, Ph.D.
**Assistant Chairperson of Management:** Bharatendu Srivastava, Ph.D.
**Business Career Center:** Dan Ortego
**Center for Global and Economic Studies:** Joseph Daniels, Ph.D., Peter Toumanoff, Ph.D.
**Center for Supply Chain Management:** Douglas Fisher, Ph.D.
**Charles T. Horngren:** Michael Akers, Ph.D.
**Coleman Chairholder in Entrepreneurship:** Alex Stewart, Ph.D.
**Donald Flynn Chair:** Don Giacomino, Ph.D.
**EMBA Program:** Jeanne Simmons, Ph.D.
**External Relations:** Margaret Bernhard, Ph.D.
**Golden Angels Network:** Tim Keane
**International Business Studies:** Jamshid Hosseini, Ph.D.
**Kohler Center for Entrepreneurship:** Tim Keane
**Reverend Chaplain:** Rev. Ronald Bieganowski, S.J.
**Robert B. Bell, Sr. Chair in Real Estate:** Mark Eppli, Ph.D.

Degrees Offered

Master of Business Administration (M.B.A.), including the Executive M.B.A. program
Master of Science in Accounting (M.S.A.)
Master of Science in Applied Economics (M.S.A.E.)
Master of Science in Healthcare Technologies Management (M.S.)
Master of Science in Human Resources (M.S.H.R.)
Certificate in Entrepreneurship (Certificate)
Programs of Study Including Specializations

MBA - 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 MBA/JD students focusing in Sports Law.

MSA - Master of Science in Accounting
No specializations

MSAE - Master of Science in Applied Economics
Specializations:
- Business Economics
- Financial Economics
- International Economics
- Marketing Research
- Real Estate Economics

MSHR - Master of Science in Human Resources
No specializations

Certificate in Entrepreneurship
No specialization

Combined/Joint Programs
MBA/JD - Master of Business Administration/Law
MBA/MSN - Master of Business Administration/Master of Science in Nursing
MBA/MA - Master of Business Administration/Master of Arts (Political Science or International Affairs)
Bachelor’s-Master’s Programs Offered

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

Chairperson: Dr. Michael Akers, Ph.D.
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 our website at marquette.edu/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).
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 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

M.S.A. Program Requirements

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>Credit Hours</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>Corporate and Not-for-Profit Reporting Issues</td>
<td>3</td>
</tr>
<tr>
<td>ACCO 6570</td>
<td>Auditing: Ethical, Legal, Professional and Reporting Responsibilities</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 6535</td>
<td>Fraud Examination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Credit Hours</td>
<td>9</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 5040</td>
<td>International Accounting</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 6040</td>
<td>International Accounting</td>
<td></td>
</tr>
<tr>
<td>ACCO 5045</td>
<td>International Taxation</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 6045</td>
<td>International Taxation</td>
<td></td>
</tr>
<tr>
<td>ACCO 5050</td>
<td>Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 5050</td>
<td>Accounting Information Systems</td>
<td></td>
</tr>
<tr>
<td>ACCO 5080</td>
<td>Analysis of Corporate Financial Statements</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 5080</td>
<td>Analysis of Corporate Financial Statements</td>
<td></td>
</tr>
<tr>
<td>ACCO 5119</td>
<td>Tax Research</td>
<td>3</td>
</tr>
<tr>
<td>or ACCO 6119</td>
<td>Tax Research</td>
<td></td>
</tr>
<tr>
<td>ACCO 5931</td>
<td>Topics in Accounting</td>
<td>1-3</td>
</tr>
<tr>
<td>or ACCO 6931</td>
<td>Topics in Accounting</td>
<td></td>
</tr>
<tr>
<td>ACCO 6512</td>
<td>State and Local Taxation</td>
<td>3</td>
</tr>
</tbody>
</table>
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:

<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>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>ACCO 6100</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCO 6180</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>BULA 6110</td>
<td>Legal Issues in Business and Technology</td>
<td>3</td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
<td>3</td>
</tr>
</tbody>
</table>

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.
Business Administration

business.marquette.edu/academics/mba

Degree Offered

Master of Business Administration, Plan B Non-Thesis option only; Certificate in Entrepreneurship.

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 our website at marquette.edu/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).
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 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 Programs**

The M.B.A. program currently offers the M.B.A. program at two off-site locations: Kohler, Wisconsin and Waukesha, Wisconsin. Although the programs have some collaboration with local companies, students from all companies are welcome to apply. Admission to these programs is for 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. Currently, the Kohler program is completed in 33 months, and 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 either program, contact the M.B.A. office at (414) 288-7145, e-mail MBA@marquette.edu, or visit our website at marquette.edu/gsm.

**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.

Graduates of the M.B.A. program may complete 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 e-mail MBA@marquette.edu.

**Master of Business Administration Requirements**

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 four distinct areas:
1. Foundation Courses (10 credits)
2. Core Courses (18 credits)
3. Elective Core Courses (12 credits)
4. 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>
</tbody>
</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>
</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
Degree/Certificate Programs

core areas are: Quantitative Methods; Information Technology and e-Business; and Social, Ethical and Political Environment of Business.

Courses that satisfy the elective core components are:

<table>
<thead>
<tr>
<th>Quantitative Methods (choose one of the following)</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 6560 Applied Econometrics</td>
<td></td>
</tr>
<tr>
<td>FINA 6160 Financial Derivatives</td>
<td></td>
</tr>
<tr>
<td>FINA 6165 Fixed Income Markets and Securities</td>
<td></td>
</tr>
<tr>
<td>MARK 6160 Marketing Research</td>
<td></td>
</tr>
<tr>
<td>OSCM 6160 Quantitative Decision Modeling and Analysis</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information Technology/e-Business (choose one of the following)</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6050 Accounting Information Systems</td>
<td></td>
</tr>
<tr>
<td>HURE 6050 Human Resources Information Systems</td>
<td></td>
</tr>
<tr>
<td>INTE 6150 Information Technology Strategy</td>
<td></td>
</tr>
<tr>
<td>INTE 6153 Project Management</td>
<td></td>
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<tr>
<td>INTE 6156 Privacy and Security</td>
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<tr>
<td>INTE 6157 Global Information Technology Sourcing</td>
<td></td>
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<tr>
<td>INTE 6158 Systems Analysis and Design</td>
<td></td>
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<tr>
<td>INTE 6931 Topics in Information Technologies</td>
<td></td>
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<tr>
<td>INTE 6953 Seminar in Information Technologies</td>
<td></td>
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<tr>
<td>MARK 6150 e-Marketing Strategy</td>
<td></td>
</tr>
<tr>
<td>MARK 6151 Direct Marketing and e-Commerce</td>
<td></td>
</tr>
<tr>
<td>OSCM 6150 e-Business and Supply Chain</td>
<td></td>
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<tr>
<td>LAW 7157 Current Issues in Intellectual Property and Technology Law</td>
<td></td>
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<tr>
<td>LAW 7236 Internet Law</td>
<td></td>
</tr>
<tr>
<td>MSCS 6340 Component Architecture</td>
<td></td>
</tr>
<tr>
<td>MSCS 6350 Distributed Computing</td>
<td></td>
</tr>
<tr>
<td>MSCS 6360 Enterprise Architecture</td>
<td></td>
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<tr>
<td>MSCS 6370 Information Representation</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Social, Ethical, Political Environment (choose one of the following)</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6570 Auditing: Ethical, Legal, Professional and Reporting Responsibilities</td>
<td></td>
</tr>
<tr>
<td>FINA 5370 Advanced Investment Management, Ethics and Society</td>
<td></td>
</tr>
<tr>
<td>FINA 6170 Investment Management, Ethics and Society</td>
<td></td>
</tr>
<tr>
<td>HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>MANA 6170 Global Environment of Business</td>
<td></td>
</tr>
<tr>
<td>MARK 6170 Marketing Ethics and Social Responsibility</td>
<td></td>
</tr>
</tbody>
</table>

**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 MANA 6240 Strategic Management in a Global Economy, students are required to successfully complete 21 credits between the required core and elective core program requirements.

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

Chairperson: Dr. Abdur Chowdhury, Ph.D.
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 track, 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 our website at marquette.edu/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.

Master’s Program Requirements

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.

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.
Degree/Certificate Programs

Additional course work in Economics 6-9

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6100</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
</tbody>
</table>

6-9 credit hours from the following: 6-9

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<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></td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
<td></td>
</tr>
<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
<td></td>
</tr>
<tr>
<td>MARK 6160</td>
<td>Marketing Research</td>
<td></td>
</tr>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>OSCM 6110</td>
<td>Manufacturing Management</td>
<td></td>
</tr>
<tr>
<td>OSCM 6115</td>
<td>Service Operations Management</td>
<td></td>
</tr>
<tr>
<td>OSCM 6160</td>
<td>Quantitative Decision Modeling and Analysis</td>
<td></td>
</tr>
</tbody>
</table>

Up to three 1-credit MBA skills classes (BUAD 6101-6125)*

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

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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6100</td>
<td>Managerial Accounting</td>
<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

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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</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

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 5045</td>
<td>Comparative Economic Development</td>
<td></td>
</tr>
<tr>
<td>INBU 6951</td>
<td>International Study in Business:</td>
<td></td>
</tr>
<tr>
<td>MANA 6140</td>
<td>International Management</td>
<td></td>
</tr>
<tr>
<td>MARK 6140</td>
<td>Global Marketing Strategy</td>
<td></td>
</tr>
<tr>
<td>POSC 6621</td>
<td>International Political Economy</td>
<td></td>
</tr>
</tbody>
</table>

Graduate elective in Economics 3

For international economics, there is an additional requirement of a minimum of 12 credit hours of foreign languages at the undergraduate level or the equivalent.

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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td></td>
<td>Six credit hours from MARK 6110-6953</td>
<td></td>
</tr>
<tr>
<td></td>
<td>up to three 1-credit GSM skills classes (BUAD 6101-6125)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduate electives in Economics</td>
<td>6</td>
</tr>
</tbody>
</table>

* Ideally, BUAD 6108 Skills: GIS Business ArcView Software, BUAD 6112 Skills: SAS and BUAD 6113 Skills: SPSS or equivalent

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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 6512</td>
<td>Studies in Urban and Regional Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECON 6530</td>
<td>Principles of Commercial Real Estate Development</td>
<td>3</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>REAL 6115</td>
<td>Real Estate Finance and Investments</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>up to three 1-credit MBA skills classes (BUAD 6101-6125)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduate elective in Economics**</td>
<td>3</td>
</tr>
</tbody>
</table>

* 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 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 a undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master’s candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master’s degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above and indicate on the application that they are applying for the five-year program. For detailed information, contact the Economics Department by telephone (414) 288-7377 or fax (414) 288-5757.
Entrepreneurship

Certificate in Entrepreneurship

business.marquette.edu/academics/gsm-entrepreneurship

The same skill set that is needed to create a business - innovation, entrepreneurism and business acumen developed within a context of social responsibility - is needed to succeed and lead in any business or not-for-profit organization. Students in all disciplines who start or work in entrepreneurial business during their careers will be more able to carry forward the University’s mission if their academic experience has included exposure to entrepreneurial practices.

Students who complete the program will: a) demonstrate entrepreneurial thinking as it applies to their chosen discipline by successfully completing a practicum in which they apply principles of innovation to a project or develop an idea for a new business outside of the practicum, b) understand what it takes to start a new venture, including the basics of finance, marketing and management for a new and growing business, c) learn how to identify their personal strengths as an entrepreneur and how to build an effective leadership team for a new business and d) establish connections with the entrepreneur community within their profession.

Certificates will be granted as "Certificate in Entrepreneurship."

Students are required to have a 4-year, undergraduate degree from an accredited and approved institution that fits our current standards of admission to a graduate business degree program. The candidate is not required to take the GMAT or GRE to earn the graduate certificate.

Applicants for the Certificate program will apply online via our website at marquette.edu/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. Resume or job profile.
5. Interview with program director.

(Students will be asked to provide a business plan or idea prior to the interview.)

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.

Students would need to take the GMAT or GRE, if appropriate, (see individual program requirements) if they apply for a graduate business degree within 5 years of certificate completion. A maximum of six credits from the certificate program, completed within the last five years, in which the student earned a B or better grade, could transfer to a degree program as appropriate, subject to University policy and credit limits.

Transfer credits are not accepted into the Certificate program.

Students have 3 years to complete the Certificate program.

Certificate Requirements

All certificate students are required to take 15-16 hours of course work at Marquette University. Certificate students would take 3 core entrepreneurship courses offered by the business school and
choose up to two courses in a professional area such as business or engineering. All students are required to complete:

**Core Requirements:**

<table>
<thead>
<tr>
<th>Total Credit Requirement</th>
<th>9-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Fundamentals for Managers or equivalent</td>
<td>1</td>
</tr>
<tr>
<td>ENTP 6110 New Venture Formation</td>
<td>3</td>
</tr>
<tr>
<td>ENTP 6115 Growth Strategies for Entrepreneurial Companies</td>
<td>3</td>
</tr>
<tr>
<td>ENTP 6180 Entrepreneurial Finance</td>
<td>3</td>
</tr>
</tbody>
</table>

* ENTP 6110 New Venture Formation must typically be completed the first semester of studies.

**Elective Requirements:**

All certificate students are required to successfully complete two electives classes from the courses listed below.

**Business:**

<table>
<thead>
<tr>
<th>Business: 6 credits</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENTP 6120 Strategic Consulting</td>
<td></td>
</tr>
<tr>
<td>FINA 6115 Real Estate Finance and Investments</td>
<td></td>
</tr>
<tr>
<td>HURE 6125 Negotiations</td>
<td></td>
</tr>
<tr>
<td>HURE 6530 Staffing Work Organizations</td>
<td></td>
</tr>
<tr>
<td>ENTP 6931 Topics in Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>ENTP 6953 Seminar in Entrepreneurship</td>
<td></td>
</tr>
</tbody>
</table>

**Engineering:**

<table>
<thead>
<tr>
<th>Engineering: 6 credits</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENMA 6020 Engineering Innovation and Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>ENMA 6060 Innovation and Technology</td>
<td></td>
</tr>
<tr>
<td>ENMA 6090 New Product and Process Portfolio Management</td>
<td></td>
</tr>
<tr>
<td>HCTM 6500 Product Development of Medical Devices</td>
<td></td>
</tr>
<tr>
<td>HCTM 6946 Medical College of Wisconsin/HCTM-Joint Degree (Standards and Regulations)</td>
<td></td>
</tr>
</tbody>
</table>

A Business Plan is required. It is expected that most students will participate in the Business Plan competition. Those who choose not to participate in the competition will be required to complete an exit interview with the director of the certificate program to present their business plan.
Executive Master of Business

**Chairperson: Dr. Jeanne Simmons, Ph.D.**
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 a laptop computer.

**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 Total Quality 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 e-mail MBA@marquette.edu

**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 e-mail at MBA@marquette.edu. Also visit our website at marquette.edu/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).
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.

Master’s Requirements

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

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 our website at marquette.edu/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.

Master’s Program Requirements

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 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 Code</th>
<th>Course 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 6590</td>
<td>Strategic Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

Ethics Core

Student must complete one of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
<td>3</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></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

Human Resources Core

Students must complete 4 of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
<td></td>
</tr>
<tr>
<td>HURE 6510</td>
<td>Strategic Compensation</td>
<td></td>
</tr>
<tr>
<td>HURE 6530</td>
<td>Staffing Work Organizations</td>
<td></td>
</tr>
<tr>
<td>HURE 6580</td>
<td>Training and Development</td>
<td></td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
<td></td>
</tr>
<tr>
<td>MANA 6110</td>
<td>Leadership, Motivation and Organizational Change</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Credit Hours</strong></td>
<td><strong>12</strong></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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 5005</td>
<td>Employee Benefit Systems</td>
</tr>
<tr>
<td>HURE 5020</td>
<td>Labor Relations and Collective Bargaining</td>
</tr>
<tr>
<td>HURE 5140</td>
<td>International Human Resources Management</td>
</tr>
<tr>
<td>HURE 6125</td>
<td>Negotiations</td>
</tr>
<tr>
<td>HURE 6170</td>
<td>Ethical Issues, Regulatory Environment and Human Resource Management</td>
</tr>
<tr>
<td>HURE 6510</td>
<td>Strategic Compensation</td>
</tr>
<tr>
<td>HURE 6530</td>
<td>Staffing Work Organizations</td>
</tr>
<tr>
<td>HURE 6535</td>
<td>Diversity in Organizations</td>
</tr>
<tr>
<td>HURE 6580</td>
<td>Training and Development</td>
</tr>
<tr>
<td>PSYC 8665</td>
<td>Industrial Psychology and Organizational Development</td>
</tr>
<tr>
<td>PSYC 8668</td>
<td>Personnel Selection</td>
</tr>
</tbody>
</table>

Total Credit Hours: 9

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

May select from this course set

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6000</td>
<td>Accounting Foundations</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
</tr>
<tr>
<td>MANA 6110</td>
<td>Leadership, Motivation and Organizational Change</td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
</tr>
<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
</tr>
<tr>
<td>BUAD 6101</td>
<td>Skills: Conducting Performance Appraisals</td>
</tr>
<tr>
<td>BUAD 6102</td>
<td>Skills: Balanced Scorecard</td>
</tr>
<tr>
<td>BUAD 6104</td>
<td>Skills: Business Writing</td>
</tr>
<tr>
<td>BUAD 6105</td>
<td>Skills: Coaching for Performance Improvement</td>
</tr>
<tr>
<td>BUAD 6106</td>
<td>Skills: Cross-Cultural Meetings - Business Interactions</td>
</tr>
<tr>
<td>BUAD 6107</td>
<td>Skills: Facilitating Meetings</td>
</tr>
<tr>
<td>BUAD 6108</td>
<td>Skills: GIS Business ArcView Software</td>
</tr>
<tr>
<td>BUAD 6110</td>
<td>Skills: Organizational Assessment</td>
</tr>
<tr>
<td>BUAD 6111</td>
<td>Skills: Powerful Presentations</td>
</tr>
<tr>
<td>BUAD 6112</td>
<td>Skills: SAS</td>
</tr>
</tbody>
</table>

Total Credit Hours: 9
### Degree/Certificate Programs

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUAD 6113</td>
<td>Skills: SPSS</td>
<td></td>
</tr>
<tr>
<td>BUAD 6114</td>
<td>Skills: Team Building</td>
<td></td>
</tr>
<tr>
<td>BUAD 6115</td>
<td>Skills: Networking-Job Skills to Survive a Tough Economy</td>
<td></td>
</tr>
</tbody>
</table>

**Total Credit Hours:** 9

### International Business

**May select from this course set**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>INBU 6951</td>
<td>International Study in Business:</td>
<td>Marquette Led Travel and Study Abroad in International Business</td>
</tr>
<tr>
<td>INBU 5951</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>HURE 5140</td>
<td>International Human Resources Management</td>
<td></td>
</tr>
<tr>
<td>HURE 6140</td>
<td>International Human Resources Management</td>
<td></td>
</tr>
<tr>
<td>COMM 6400</td>
<td>Intercultural Communication</td>
<td></td>
</tr>
<tr>
<td>MANA 6140</td>
<td>International Management</td>
<td></td>
</tr>
</tbody>
</table>

**Total Credit Hours:** 9

### Social Sciences

**May select from this course set**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM 6000</td>
<td>Theories of Communication</td>
<td></td>
</tr>
<tr>
<td>COUN 6000</td>
<td>Introduction to Counseling</td>
<td></td>
</tr>
<tr>
<td>COUN 6080</td>
<td>Career Development and Counseling</td>
<td></td>
</tr>
<tr>
<td>EDPL 6440</td>
<td>Foundations of Curriculum Planning</td>
<td></td>
</tr>
<tr>
<td>EDPL 6450</td>
<td>Theories of Learning Applied to Instruction</td>
<td></td>
</tr>
</tbody>
</table>

Students are responsible for all course prerequisites as indicated in the bulletin.

**Total Credit Hours:** 9

### Bachelor’s-Master’s Program

This five-year program allows students to earn both their master of science in human resources and an undergraduate degree with a major or a minor in human resources. Students begin their graduate work the summer immediately following their 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 their 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 ones 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.

To be considered for admission, 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 director of the M.S.H.R. program by telephone (414) 288-3643, by fax (414) 288-5754, or by e-mail at tim.keaveny@marquette.edu.
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 3.00 grade point average to graduate with the M.B.A. degree. LAW 7157 Current Issues in Intellectual Property and Technology Law, or LAW 7236 Internet Law is encouraged for all students pursuing joint M.B.A.-J.D. degrees. LAW 7157 Current Issues in Intellectual Property and Technology Law and 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 7157 Current Issues in Intellectual Property and Technology Law or 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 клинический ассоциация, 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 at. 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. However, official test scores from the Graduate Management Admission Test (GMAT) may substitute for the GRE admission requirement in the College of Nursing. 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 our website at marquette.edu/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:

<table>
<thead>
<tr>
<th>6 credits of M.B.A. foundations courses:</th>
<th>6</th>
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<tbody>
<tr>
<td>ACCO 6000 Accounting Foundations</td>
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<tr>
<td>ECON 6000 Economics Foundations</td>
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<tr>
<td>MANA 6000 Mathematics Foundations</td>
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<tr>
<td>12 credits of Nursing core courses:</td>
<td>12</td>
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<tr>
<td>NURS 6000 Theoretical Foundations of Nursing</td>
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<tr>
<td>NURS 6007 Ethics in Health Care</td>
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<tr>
<td>NURS 6009 Creating Nursing Care Systems</td>
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<tr>
<td>NURS 6010 Nursing Research Design and Methodology</td>
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<tr>
<td>24 credits of M.B.A. core courses:</td>
<td>24</td>
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<tr>
<td>ACCO 6100 Managerial Accounting</td>
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<tr>
<td>ECON 6100 Managerial Economics</td>
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<tr>
<td>FINA 6100 Financial Management</td>
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<tr>
<td>MANA 6100 Organizational Behavior</td>
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<tr>
<td>MANA 6240 Strategic Management in a Global Economy</td>
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<tr>
<td>MARK 6100 Marketing Management</td>
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Degree/Certificate Programs

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
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<tr>
<td></td>
<td>Quantitative methods course (see M.B.A. elective core options)</td>
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<tr>
<td>HEAL 6820</td>
<td>Health Care Program Development</td>
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<tr>
<td>HEAL 6841</td>
<td>Health Care Finance</td>
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<tr>
<td>HEAL 6846</td>
<td>Health Care Informatics</td>
</tr>
<tr>
<td>NURS 6852</td>
<td>Health Care Systems Leadership 2</td>
</tr>
</tbody>
</table>

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 the GMAT 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 our website at marquette.edu/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.
Course Descriptions

Accounting

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. hr.
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.
Overview of managerial and financial 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, 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 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 expert systems. Examination of various approaches to the computerization of the transaction processing cycle, using a 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 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. The analysis of data makes use of regression analysis, matrix algebra, and linear programming. 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. Corporate and Not-for-Profit Reporting 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. Accounting for colleges and universities and health care, voluntary health and welfare, and other 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 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 major component of the course is the conduct and presentation of the results of an operational audit. Prereq: Admitted to the graduate ACCO program, ACCO 4170 or equiv.; or cons. of M.S.A. prog. dir.

ACCO 6570. Accounting Theory. 3 cr. hrs.
Analysis of the theoretical structure underlying financial accounting. Emphasis directed toward its development from both normative and descriptive approaches. Relates accounting theory to the basic financial statements and to selected topical areas. Examination of current issues under study by Financial Accounting Standards Board. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.

ACCO 6931. Topics in Accounting. 1-3 cr. hr.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir. Prerequisites may vary on a course by course basis.
ACCO 6953. Seminar in Accounting: 2-3 cr. hrs.
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 6995. Independent Study in Accounting. 1-3 cr. hr.
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 Administration

BUAD 5931. Topics in Business Administration. 1-3 cr. hr.
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 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 ACCO, BUAD, ECON, ENMA, HCTM or HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE, 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE, 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE, 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE, 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

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

Familiarizes students with the features of SPSS statistical package and how to use SPSS in data analysis. However, 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE 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 interim 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 ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

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

Topics will vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, 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. hr.

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 6934. Exchange/University of Notre Dame. 1-3 cr. hr.

In conjunction with the exchange program established between Marquette University and the University of Notre Dame, students may enroll in a pre-approved graduate level course at that 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 6935. Exchange/Loyola University Chicago. 1-3 cr. hr.

In conjunction with the exchange program established between Marquette University and Loyola University of Chicago students may enroll in a pre-approved graduate level course at that 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 6936. Exchange/Saint Louis University. 1-3 cr. hr.

In conjunction with the exchange program established between Marquette University and Saint Louis University, students may enroll in a pre-approved graduate level course at that 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 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 6936. Seminar in Business. 1-3 cr. hr.

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 6995. Independent Study in Business. 1-3 cr. hr.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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.
Business Law

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.

Economics

ECON 5008. Economics and Law. 3 cr. hrs.

Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 5016. Environmental and Natural Resource Economics. 3 cr. hrs.

Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include: air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 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 predominately 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. hr.
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, ENMA, 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 6503. Microeconomic Theory and Applications. 3 cr. hrs.
Surveys mathematical techniques applied to economics, including differential calculus and linear algebra. Develops neoclassical theory of firm and consumer behavior using mathematical techniques. Emphasizes the methodology of constructing and using microeconomic models. Explains economic behavior at the individual, firm, market, and general equilibrium levels. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6504. Macroeconomic Theory and Applications. 3 cr. hrs.
Covers both long-run growth and short-run fluctuations. Begins with an analysis of the economy’s long-run growth path using neoclassical and endogenous growth models, then surveys theories of the business cycle orthodoxy by orthodoxy in historical order. Static and dynamic models of the economy are developed and used for policy analysis. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6506. Industrial Organization and Public Policy. 3 cr. hrs.
Empirical studies in patterns of market structure, business behavior and performance. Industrial concentration, entry barriers, pricing and promotional behavior, efficiency and profitability. Applications in the field of antitrust and regulation. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6510. Economics of the Public Sector. 3 cr. hrs.
Economic analysis of the public sector, including the topics of taxation and expenditure policy, federalism/centralism, economics of law, Parento criteria, and constitutional economics. Culminates in the presentation of a research paper on a suitable topic in public economics. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6512. Studies in Urban and Regional Economics. 3 cr. hrs.
Uses economic tools to examine decisions of firms and households in a spatial setting. Covers regional economic issues, such as why cities exist and where they tend to develop, inter-urban household migration and firm location decisions, and models of urban growth. The urban economic topics explored include the inter-urban location decisions of economic agents in the context of amenities, public goods and zoning restrictions. Finally, the tools developed in the class are used to investigate urban problems such as poverty, housing, and transportation issues. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.
ECON 6520. Studies in Labor Market Analysis. 3 cr. hrs.
Determinants of the demand and supply of the services of human beings. Compensatory wage differentials, human capital investment, migration and immigration, and labor market discrimination. The role of unions, government in the labor market and current issues. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6522. 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 the graduate ECON program or cons. of M.S.A.E. prog. dir.

ECON 6530. Principles of Commercial Real Estate Development. 3 cr. hrs.
Provides the student with an introductory knowledge of the real estate development process. Focuses on the physical and analytical tools necessary in the real estate development process including: finding the development opportunity, land acquisition/site analysis, building design and public approvals, legal, market analysis, project management, construction, leasing, and financing. Throughout an increasingly sophisticated real estate development feasibility process is followed to assess the viability of a development at different states of the development process. Prereq: Admitted to the graduate ECON program or cons. of the M.S.A.E. prog. dir.

ECON 6544. International Currency Markets. 3 cr. hrs.
An examination of various foreign currency markets, including spot, forward and derivative instruments, understanding the economic, historical, institutional, and empirical aspects of these markets. Analysis of the relationship between currency markets, money markets and bond markets. Development and study of the fundamental models of balance of payments and exchange rate determination. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6546. International Trade. 3 cr. hrs.
Examines traditional and contemporary issues of international trade using the basic tools of microeconomics. Addresses the basis for trade, the effects of trade, and impediments to trade in particular. Specific topics include various trade theories, arguments for and against protection, the instruments and effects of trade policies, economic integration, and foreign direct investment. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6560. Applied Econometrics. 3 cr. hrs.
Specification, estimation, and statistical verification of multiple linear regression models, and hypothesis testing. Causes, consequences, detection of such problems as heteroscedasticity, autocorrelation, and ARCH. Other topics include estimation of models with panel data and limited dependent variables. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6561. Applied Time-Series Econometrics and Forecasting. 3 cr. hrs.
Continuation of ECON 6560 focusing on more advanced econometric and forecasting techniques using primarily time-series models such as ARIMA and transfer functions, VAR, 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. hr.
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. hr.
Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir. Prerequisites may vary from course to course.

ECON 6964. Practicum in Applied Economics. 1-3 cr. hr.
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. Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

ECON 6995. Independent Study in Economics. 1-3 cr. hr.
Prereq: Admitted to the graduate ECON program and cons. of M.S.A.E. prog. dir.

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

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

Entrepreneurship

ENTP 5931. Topics in Entrepreneurship. 1-3 cr. hr.
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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

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

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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. hr.

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

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. Economic Issues of Today. 2 cr. hrs.
Covers the tools and fundamental principles of economic analysis with a focus on managerial problem-solving. A major deliverable will be individual student assessments of the important economic issues confronting their firms together with an identification of a sales history as the basis for a demand model and study. Prereq: Admitted to Executive M.B.A. program.

EXBU 6501. Applications in Business Economics. 2 cr. hrs.
Expands in the methodologies of modeling and forecasting that enable a manager to explain and predict important components of the firm’s operations and environment. Covers the topics of pricing strategies and game theory as well as the global and macroeconomic environments of today’s businesses. The course will culminate with a major deliverable consisting of a team project that models firm demand utilizing ‘live’ (real firm) data and that forecasts one year into the future. Prereq: Admitted to the 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 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 2. 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. hr.
Topics will vary. Prereq: Admitted to Executive M.B.A. program.

EXBU 6951. International Study in Business. 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. hr.
Topics will vary. Prereq: Admitted to Executive M.B.A. program.

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

Finance
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. Prereq: Admitted to graduate ACCO, BUAD or ECON program; FINA 6100; or cons. of M.B.A. dir.

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. hr.
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, ENMA, 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, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6115. 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, ENMA, HCTM, HURE, or NURS program and 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, ENMA, 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, ENMA, 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 collaterized 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, ENMA, HCTM, HURE or NURS program; 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, ENMA, 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, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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

Human Resources

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. Prereq: Admitted to the graduate MSHR program; or admitted to the graduate MBA, MSE, MSA program and MANA 6100.

HURE 5931. Topics in Human Resources. 1-3 cr. hr.

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, ENMA, 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. hr.

Elective course. Topics will vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, 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. hr.
Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6995. Independent Study in Human Resources. 1-3 cr. hr.
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.

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

International Business

INBU 5931. Topics in International Business. 1-3 cr. hr.
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. hr.
Topics may vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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, ENMA, 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. hr.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

Information Technology

INTE 5931. Topics in Information Technologies. 1-3 cr. hr.
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 ACCO, BUAD, ECON, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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

Management

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

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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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, ENMA, 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: 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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

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. Making 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, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

MARK 6110. Consumer Behavior. 3 cr. hrs.

Examines the consumer’s 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, ENMA, 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. Then, contributions to integrated marketing communications from the communications and semiotics fields, the behavioral sciences, and attitude and persuasion research are investigated. Next, brand, labeling, and packaging strategies are explored. Then, a careful analysis of advertising direct marketing (including interactive marketing), trade and consumer sales promotion, public relations and rumor control, and the personal selling process then follow as they apply to the promotional mix. 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, ENMA, 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, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.
MARK 6140. Global Marketing Strategy. 3 cr. hrs.

Objectives: 1. To develop an understanding of international marketing concepts and show how these concepts can be applied to different international marketing environments and situations. 2. To examine the major environmental factors influencing the development of international marketing strategies. 3. To critically evaluate the developments in global economic, technological, political, and social environments. 4. To examine the different international marketing mix configurations in terms of their strategic orientations and market relevancy. 5. To evaluate the ethical dimensions of international marketing involvement. 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 6150. e-Marketing Strategy. 3 cr. hrs.

Covers issues related to integrated, multi-channel strategy, internet marketing strategy, website traffic, customer loyalty, and future of internet marketing and e-commerce. The course includes a combination of lectures, video presentations, guest speakers, assigned readings, case studies, and research assignments. Prereq: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6151. Direct Marketing and e-Commerce. 3 cr. hrs.

Examines the principles, strategies, and tactics of direct marketing (database marketing), how direct marketing differs from general marketing, and how direct response advertising differs from general advertising. Addresses marketing aspects of e-commerce and successful e-commerce (online direct marketing, e.g. Amazon.com). Covers CRM, how customer segmentation can increase customer mail, e-mail efficiency and file profitability, customer profitability and customer lifetime value, break-even analysis, tracking and forecasting in direct marketing (offline and online), testing and research in direct marketing, and legal ethical issues related to direct marketing, especially privacy. Determine how to develop marketing action plans (course project). 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 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, ENMA, HCTM, HURE or NURS program, and MANA 6000, MANA 6001, MARK 6100; or cons. of M.B.A. prog. dir.

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

Focuses on various social issues affecting the firm but central to managing marketing programs and competitive strategy. The purpose of this unit will be elaborated upon some of the broader, social and public policy issues introduced in other marketing and business courses. Among the topics and issues discussed will be: the social responsibility of marketing, consumer rights, legal constraints upon competitive strategy, the future of marketing practice, and other macro concerns that affect marketing 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 6180. Strategic Marketing. 3 cr. hrs.

Provides students with the opportunity to discuss emerging issues in marketing as they influence marketing strategy. Contemporary writings in marketing strategy will be the focus of the seminar. Discussion will 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, ENMA, 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, ENMA, 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, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

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

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 6953. Seminar in Marketing. 1-3 cr. hr.

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. hr.

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

Operations Supply Chain Mgmt

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

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, design, 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, ENMA, 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, ENMA, 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, ENMA, 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, benchmarking, 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, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6140. 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, ENMA, 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, ENMA, 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, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6150. 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, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.
OSCM 6160. Quantitative Decision Modeling and Analysis. 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, ENMA, HCTM, HURE or NURS program and MANA 6000 and MANA 6001; or cons. of M.B.A. prog. dir.

OSCM 6180. Supply Chain and Technology Management. 3 cr. hrs.

Examines various key supply chain issued 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, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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

Real Estate

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

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.

REAL 6115. 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, ENMA, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

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

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, 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. hr.

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

Trustees of the University
2011-12

Darren R. Jackson (Chair)
Bus Ad ’86
President and CEO, Advance Auto Parts

Ned W. Bechthold
Chairman, Payne amp
Dolan, Inc.

Natalie A. Black
Law ’78
Senior Vice President, General Counsel and
Corporate Secretary, Kohler Company

John F. Ferraro
Bus Ad ’77
Global Chief Operating Officer, Ernst amp
Young

Rev. James P. Flaherty
Arts ’78
President, Nativity Jesuit Middle School

Richard J. Fotsch
Eng ’77
Grad ’84, President, Global Power Group, Kohler
Company

Rev. James G. Gartland
President, Cristo Rey Jesuit High School

James F. Janz
Bus Ad ’62
Law ’64
Managing Director, Joseph and Vera Zilber Family
Foundation

Jeffrey A. Joerres
Bus Ad ’83
Chairman and CEO, Manpower Inc.

Rev. Timothy R. Lannon
President, Creighton University

John P. Lynch
Arts ’64
Retired Senior Partner, Latham amp
Watkins

Dr. Arnold L. Mitchem
Grad ’81
President, Council for Opportunity in Education

Rev. Joseph M. O’Keefe
Professor of Education, Boston College

James D. O’Rourke
Bus Ad ’87
President and CEO, Aamp
A Manufacturing Company

Rev. Scott R. Pilarz
President, Marquette University

Kristine A. Rappé
Senior Vice President and CAO, Wisconsin Energy
Corporation

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President, Bay Court, Inc.

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Arts ’85
Head Coach, Boston Celtics

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

Hon. W. Greg Ryberg
Arts ’68
Senator, State of South Carolina

Mary Ladish Selander
Director of Development, Lyric Opera of Chicago

Mary Ellen Stanek
Arts ’78
Managing Director and Director of Asset
Management, Robert W. Baird amp
Company
John J. Stollenwerk  
Sp ’62  
Grad ’66

Charles M. Swoboda  
Eng ’89  
Chairman and CEO, Cree, Inc.

Cherryl T. Thomas  
Arts ’68  
President, Ardmore Associates, LLC

Benjamin S. Tracy  
Comm ’98  
Grad ’04  
National Correspondent, CBS News

Peggy Troy  
Nurs ’74  
President and CEO, Children’s Hospital and Health System

Rhona Vogel  
Bus Ad ’76  
President, Vogel Consulting Group

Charles M. Williams  
Arts ’82  
Vice Chairman and COO, Blue Ridge Holdings, Inc.

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Jour ’87  
President, Zizzo Group Marketing and Public Relations and New Media

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President, Xavier University

Rev. James E. Grummer  
Regional Assistant for the United States Curia of the Society of Jesus

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President, Gordon Henke Family Foundation

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Arts ’48  
Grad ’50

Robert L. Kemp  
Bus Ad ’54  
President, Capital Growth Management

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

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

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Bus Ad ’56  
Retired Chairman, Madden Communications, Inc.

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

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

Sandy Zilg Pavlic  
Arts ’51

Ulice Payne  
Bus Ad ’78  
Law ’82  
President, Addison-Clifton, LLC

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

Louis J. Rutigliano  
Eng ’60  
Grad ’65  
Retired Vice Chairman, Ameritech Corporation

---

**Trustees Emeriti of the University 2011-12**

John A. Becker  
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Grad ’65  
Retired President and Vice Chairman, Firstar Corp.

John F. Bergstrom  
Bus Ad ’67  
Chairman and CEO, Bergstrom Corporation

Willie D. Davis  
President, All Pro Broadcasting, Inc.

Donald F. Flynn  
Bus Ad ’61  
Chairman of the Board, Flynn Enterprises, Inc.

Rev. Edward Glynn  
Minister, St. Claude La Colombiere Jesuit Community
Wayne R. Sanders  
Grad ’72  
Retired Chairman and CEO, Kimberly-Clark Corporation

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Bus Ad ’65  
Ambassador at Large  
Honorary Consul General of the Republic of Liberia  
Honorary Consul General of the Republic of Honduras

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Professor of Theology, Loyola University Chicago

Rev. L. John Topel  
Arts ’73  
Pastor, St. Mary’s Star of the Sea Parish

Margaret Faut Callahan  
College of Nursing Dean’s Representative

Sharon Chubbuck  
College of Education Elected faculty-2012

Joey Ciccone  
Marquette University Student Government Student Representative-2012

Rev. Michael Class  
College of Professional Studies Elected faculty-2013

James Courtright  
Klingler College of Arts and Sciences Elected faculty-2013

Robert J. Deahl  
College of Professional Studies Dean’s Representative

Alexander Drakopoulos  
College of Engineering Elected faculty-2013

Marilyn Frenn  
College of Nursing Elected faculty-2014

Gregory Gillman  
Graduate/Professional Student Student Representative-2012

Steven Goldzwig  
Diederich College of Communication Elected faculty-2013

Ann Hanlon  
Academic Library Association Elected faculty librarian-2012

John Heflin  
Marquette University Student Government Student Representative-2012

Jeanne Hossenlopp  
Vice Provost for Research and Dean of the Graduate School Ex-Officio

Sandra Hunter  
College of Health Sciences Elected faculty-2013

Peter Jones  
Mathematics, Statistics and Computer Sciences Department Faculty elected at large-2013

Christine Krueger  
English Department Faculty elected at large-2012

---

**Academic Senate 2011-12**

James South (Chair)  
Philosophy Department Faculty elected at large-2013

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

Patricia Cervenka (Vice-Chair)  
Law School Elected faculty-2013

Lea Acord (Secretary)  
College of Nursing Faculty elected at large-2013

Albert Abena  
School of Dentistry Elected faculty-2012

Eugenia Afinoguenova  
Klingler College of Arts and Sciences Elected faculty-2014

Harshit Aggarwal  
School of Dentistry Elected faculty-2014

Raquel Aguilu de Murphy  
Foreign Languages amp Literature Faculty elected at large-2014

Lori Bergen  
Diederich College of Communication Dean’s Representative

Margaret L. (Peggy) Bloom  
College of Education Elected faculty-2014

Bruce Boyden  
Law School Elected faculty-2014
Cheryl Maranto  
College of Business Administration Elected faculty-2014

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

Maureen O’Brien  
College of Nursing Elected faculty-2012

Rev. Philip J. Rossi  
Interim Dean, Klingler College of Arts and Sciences Ex-Officio

Heidi Schweizer  
College of Education Faculty elected at large-2012

Guy Simoneau  
College of Health Sciences Elected faculty-2012

Dawn Smith  
Physician Assistant Studies Part-time faculty elected at large-2014

John Su  
Klingler College of Arts and Sciences Elected faculty-2012

Siddhartha Syam  
College of Business Administration Elected faculty-2012

William J. Thorn  
Journalism Department Faculty elected at large-2012

Janice Welburn  
College of Libraries Dean’s Representative

G.E. Otto Widera  
College of Engineering Elected faculty-2014

Joyce Wolburg  
Diederich College of Communication Elected faculty-2012

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Vice Chair

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President, Marquette University

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Assistant Secretary

Steven W. Frieder  
Corporate Secretary

John C. Lamb  
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Corporate Vice President

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Chair

John F. Ferraro  
Vice Chair

Mary Ellen Stanek  
Vice Chair

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Vice Provost for Undergraduate Programs and Teaching

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Vice President for Student Affairs

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Vice President for Mission Ministry

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Vice President for Administration
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College of Professional Studies

William A Henk (Dean)
College of Education

William K. Lobb (Dean)
School of Dentistry

Rev. Philip J. Rossi (Interim Dean)
Klingler College of Arts and Sciences

Linda Salchenberger (James H. Keyes Dean)
College of Business Administration/Graduate School of Management

Janice Welburn (Dean)
Libraries

Georgia McRae (University Registrar)
Office of the Provost

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College of Nursing 2012

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College of Professional Studies 2014

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Law School 2013

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College of Health Sciences 2013

Arthur F. Hefti
School of Dentistry 2012

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Vice Provost for Research and Dean of the Graduate School Ex-Officio

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College of Business Administration 2014

Michael T. Johnson
College of Engineering 2012

Sarah Knox
College of Education 2012

Sarah Londo
Graduate Student Organization/Graduate Student 2012

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

Daniel Rowe
Klingler College of Arts and Sciences/Natural Sciences 2014

G.E. Otto Widera
Senator Liaison Annual

Faculty and Administration 2011-12

Graduate School of Management

Administrators

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Professor of Management

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Assistant Director, Real Estate Programs
Faculty and Department Administrators

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Chair, Accounting

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University of South Carolina
Professor of Marketing

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Assistant Professor of Finance

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Assistant Professor of Finance

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Virginia Polytechnic Institute
Associate Professor of Economics

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Indiana University
Professor Emeritus of Marketing

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University of North Carolina-Chapel Hill
Professor of Economics

Abdur R. Chowdhury, Ph.D.
University of Kentucky
Professor of Economics

Chair, Economics

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Binghamton University
Professor of Economics

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Professor of Electrical and Computer Engineering

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University of Iowa  
Professor of Management

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University of Colorado at Boulder  
Associate Professor of Economics

Joseph P. Daniels, Ph.D.  
Indiana University  
Professor of Economics  
Co-director, Center for Global and Economic Studies

John B. Davis, Ph.D.  
Michigan State University  
Professor of Economics

Michael P. Dole, M.S., C.P.A., C.F.P.  
University of Wisconsin-Milwaukee  
Adjunct Assistant Professor of Accounting

Lloyd D. Doney, Ph.D.  
Louisiana State University  
Professor Emeritus of Accounting

Srinivas Durvasula, Ph.D.  
University of South Carolina  
Professor of Marketing

Eileen Ennis, S.S.N.D., M.S.  
Marquette University  
Adjunct Instructor of Management  
Adviser, Undergraduate Programs

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University of Wisconsin-Madison  
Professor of Finance  
Robert B. Bell, Sr. Chair, Real Estate

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Indiana University  
Assistant Professor of Management  
Director, Center for Supply Chain Management

Dennis E. Garrett, Ph.D.  
University of Illinois at Urbana-Champaign  
Associate Professor of Marketing  
Sabbatical: Fall 2011

Don Giacomino, D.B.A.  
University of Kentucky  
Professor of Accounting  
Donald Flynn Chair, Accounting

Cindy J. Gruber, M.B.A.  
University of Wisconsin-Milwaukee  
Adjunct Instructor of Accounting

Jamshid C. Hosseini, Ph.D.  
Portland State University  
Associate Professor of Management  
Director, International Business Studies

William J. Hunter, Ph.D.  
Virginia Polytechnic University  
Associate Professor of Finance  
Director, National Institute for Consumer Credit Management

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University of Colorado at Boulder  
Associate Professor of Management

Kate M. Kaiser, Ph.D.  
University of Pittsburgh  
Associate Professor of Management

Timothy J. Keane, M.Ed.  
Seattle University  
Entrepreneur-in-Residence  
Director, Golden Angels Network  
Director, Kohler Center for Entrepreneurship

Timothy J. Keaveny, Ph.D.  
University of Minnesota-Twin Cities  
Professor of Management

June-Young Kim, Ph.D.  
University of Wisconsin-Madison  
Assistant Professor of Management

Heather H. Kohls, Ph.D.  
University of Wisconsin-Milwaukee  
Adjunct Associate Professor of Economics

David S. Krause, Ph.D.  
North Central University  
Adjunct Assistant Professor of Finance  
Director, Applied Investment Management Program

Barbara L. Kren, M.S.  
University of Wisconsin-Milwaukee  
Adjunct Instructor of Accounting

George W. Kutner, Ph.D.  
Northwestern University  
Associate Professor of Finance

Gene R. Lacznia, Ph.D.  
University of Wisconsin-Madison  
Professor of Marketing  
Chair, Marketing

Felissa K. Lee, Ph.D.  
University of Missouri-Columbia  
Associate Professor of Management

Noreen E. Lephardt, Ph.D.  
University of Tennessee-Knoxville  
Adjunct Associate Professor of Economics
Qianhua Ling, Ph.D.
Oklahoma State University
Assistant Professor of Accounting

Steven J. Lyonski, Ph.D.
Syracuse University
Professor of Marketing

Cheryl L. Maranto, Ph.D.
Michigan State University
Associate Professor
Chair, Management

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

Felicia M. Miller, Ph.D.
University of Cincinnati
Assistant Professor of Marketing

Gregory J. Naples, J.D.
University of Illinois at Urbana-Champaign
Associate Professor of Accounting

Farrokh Nourzad, Ph.D.
University of Kansas
Professor of Economics

Bonnie S. O’Neill, Ph.D.
University of Wisconsin-Milwaukee
Associate Professor of Management

Daniel M. Ortego, MSM
Director, Business Career Center

Terence T. Ow, Ph.D.
University of Wisconsin-Madison
Associate Professor of Management

Sarah Peck, Ph.D.
University of Rochester
Associate Professor of Finance
Chair, Finance

Anthony N. Pennington-Cross, Ph.D.
The George Washington University
Associate Professor of Finance

Frank R. Probst, Ph.D.
University of Florida
Professor Emeritus of Accounting

Steven J. Rau, M.B.A.
Marquette University
Adjunct Instructor of Management

Kathleen A. Rehbein, Ph.D.
Washington University at St. Louis
Associate Professor of Management

Scott Rex, M.B.A.
Vanderbilt University
Instructor of Marketing

Richard K. Robinson, Ph.D.
Northwestern University
Associate Professor of Marketing
Sabbatical: Fall 2011

Linda M. Salchenberger, Ph.D.
Northwestern University
James H. Keyes Dean, College of Business Administration
Professor of Management

David L. Schrock, D.B.A.
Indiana University
Dean Emeritus
Professor Emeritus of Transportation and Logistics

Mark H. Schwiesow, M.B.A.
University of Wisconsin-Milwaukee
Adjunct Instructor of Management

Jeanne M. Simmons, Ph.D.
Marquette University
Assistant Professor of Marketing
Associate Dean, Graduate School of Management

W. Gene Smiley, Ph.D.
University of Iowa
Professor Emeritus of Economics

Bharatendu Srivastava, Ph.D.
Washington State University
Associate Professor
Assistant Chair, Management

W. Alex Stewart, Ph.D.
York University
Associate Professor of Management
Coleman Chair, Entrepreneurship

Ikseon Suh, Ph.D.
Southern Illinois University
Assistant Professor of Accounting

Siddhartha S. Syam, Ph.D.
Texas A Amp
M University
Associate Professor of Management

Joseph M. Terrian, M.B.A.
Marquette University
Instructor of Marketing
Assistant Dean, Undergraduate Programs
Peter G. Toumanoff, Ph.D.
University of Washington
Associate Professor of Economics
Co-director, Center for Global and Economic Studies

James P. Trebby, D.B.A.
University of Kentucky
Associate Professor of Accounting

Xiang Sean Wan, Ph.D.
University of Maryland
Assistant Professor of Management

Miao Grace Wang, Ph.D.
University of Oregon
Associate Professor of Economics
Sabbatical: Spring 2012

Charles Waterson, ABD
University of Nebraska-Lincoln
Instructor of Management

Jennica Webster, Ph.D.
Central Michigan University
Assistant Professor of Management

Robert B. Yahr, Ph.D.
University of Nebraska-Lincoln
Associate Professor of Accounting

Olga Yakusheva, Ph.D.
University of Illinois at Urbana-Champaign
Assistant Professor of Economics
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### Academic Calendar 2011-12

#### GRADUATE SCHOOL AND GRADUATE SCHOOL OF MANAGEMENT STUDENTS

#### FALL 2011

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<th>Event</th>
<th>Session 1 8/29/11 to 12/17/11</th>
<th>Session 2 8/27/11 to 12/17/11</th>
<th>Session 3 8/27/11 to 10/22/11</th>
<th>Session 4 10/24/11 to 12/17/11</th>
<th>Session 5 12/19/11 to 1/14/12</th>
<th>Session 6 8/29/11 to 1/14/12 (Non-Standard Term)</th>
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<td>4/18/11</td>
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<tr>
<td>Graduate School Financial Aid Application deadline (merit-based aid) for the Academic Year 2011-2012*</td>
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<td>Early registration begins (by appointment)</td>
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<tr>
<td>Open registration begins (no appointment required)</td>
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<tr>
<td>GSM Saturday classes begin</td>
<td>n/a</td>
<td>8/27/11</td>
<td>8/27/11</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Classes begin for graduate programs</td>
<td>8/29/11</td>
<td>8/27/11</td>
<td>8/27/11</td>
<td>10/24/11</td>
<td>12/19/11</td>
<td>8/29/11</td>
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<tr>
<td>End of summer term through November 30th diploma date</td>
<td>the last business day of the month</td>
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<tr>
<td>Schools: End of summer term through November 30th Trustees' List due at noon</td>
<td>the last business day of the month</td>
<td></td>
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<tr>
<td>End of summer term through November 30th diplomas available for pick-up at Marquette Central or mailing from the Office of the Registrar</td>
<td>approximately 4-6 weeks after diploma date</td>
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</tr>
<tr>
<td>Labor Day holiday; M.B.A. classes excused</td>
<td>9/3/11 to 9/5/11</td>
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<tr>
<td>Labor Day holiday;</td>
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<td>9/5/11</td>
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<tr>
<td>Event</td>
<td>Dates</td>
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<tr>
<td>Registration ends at midnight</td>
<td>9/6/11</td>
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<tr>
<td>Last day to drop a class without a grade of W</td>
<td>9/6/11</td>
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<tr>
<td>Outlines (thesis, professional project, dissertation) due in the Graduate School office</td>
<td>9/15/11</td>
<td></td>
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<tr>
<td>University Presidential Inauguration; classes canceled 10:00 a.m. - 1:00 p.m.</td>
<td>9/23/11</td>
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<tr>
<td>Deadline to apply for end of fall 2011 graduation</td>
<td>10/5/11</td>
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<tr>
<td>Schools: Deadline to code students for end of fall 2011 graduation</td>
<td>10/7/11</td>
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<tr>
<td>Deadline to submit work to instructors for incompletes earned in the spring or summer 2011 terms</td>
<td>10/7/11</td>
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<tr>
<td>Deadline for instructors to submit I, IX, and X grade changes to the Graduate School</td>
<td>10/19/11</td>
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<tr>
<td>Schools: Deadline to submit I, IX or X grade changes for spring or summer 2011 to the Office of the Registrar</td>
<td>10/21/11</td>
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<tr>
<td>Early registration for spring term 2012 begins (by appointment)</td>
<td>11/7/11</td>
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<tr>
<td>Graduate School Financial Aid Application deadline (merit-based aid) for the spring 2012 term</td>
<td>11/15/11</td>
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<tr>
<td>Last day for public defense of dissertation</td>
<td>11/15/11</td>
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<td>Deadline to change from</td>
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<td>10/7/11</td>
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<td>12/2/11</td>
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<td>12/9/11</td>
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<tr>
<td>Event</td>
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<tr>
<td>Deadline to withdraw with a grade of W</td>
<td>11/18/11</td>
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</tr>
<tr>
<td>Final day to submit thesis, professional project or essay to the Graduate School or GSM with results and signatures</td>
<td>11/21/11</td>
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</tr>
<tr>
<td>Results of comprehensive exams due in the Graduate School or GSM. (Registration for and the taking of the comprehensive exams, and the submission of the results, are arranged between the student and his/her program or department.)</td>
<td>11/21/11</td>
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<tr>
<td>Thanksgiving holiday; classes excused</td>
<td>11/23/11 to 11/27/11</td>
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<tr>
<td>Final day to submit dissertation to the Graduate School with results and signatures</td>
<td>12/7/11</td>
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<tr>
<td>Open registration for spring term 2012 begins (no appointment required)</td>
<td>12/1/11</td>
<td></td>
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</tr>
<tr>
<td><strong>Classes end</strong></td>
<td>12/10/11</td>
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<tr>
<td><strong>Final exams end</strong></td>
<td>12/17/11</td>
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<tr>
<td><strong>Mid-year Commencement</strong></td>
<td>12/18/11</td>
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<tr>
<td><strong>Instructors:</strong> Grades due at noon</td>
<td>12/20/11</td>
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<tr>
<td>Deadline for official transcripts from other institutions to arrive at the Office of the Registrar to be processed in time for end of fall term graduation</td>
<td>12/20/11</td>
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<tr>
<td>Event</td>
<td>Session 1</td>
<td>Session 2</td>
<td>Session 3</td>
<td>Session 4</td>
<td>Session 5</td>
<td>Session 6 (Non-Standard Term)</td>
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<tr>
<td></td>
<td>1/17/12 to 5/12/12</td>
<td>1/17/12 to 3/10/12</td>
<td>3/19/12 to 5/12/12</td>
<td>1/3/12 to 5/12/12</td>
<td>1/16/12 to 5/12/12</td>
<td>1/17/12 to 6/16/12</td>
</tr>
<tr>
<td>Early registration begins (by appointment)</td>
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<td></td>
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<td>11/7/11</td>
</tr>
<tr>
<td>Graduate School Financial Aid Application deadline (merit-based aid) for the spring 2012 term</td>
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<td></td>
<td>11/15/11</td>
</tr>
<tr>
<td>Open registration begins (no appointment required)</td>
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<td>12/1/11</td>
</tr>
<tr>
<td>Martin Luther King Day; classes excused <strong>except for M.B.A. classes at the Kohler and</strong></td>
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<td>1/16/11</td>
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</table>
### Waukesha sites

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<thead>
<tr>
<th>Classes begin</th>
<th>1/17/12</th>
<th>1/17/12</th>
<th>3/19/12</th>
<th>1/3/12</th>
<th>1/16/12</th>
<th>1/17/12</th>
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</thead>
<tbody>
<tr>
<td>Registration ends at midnight</td>
<td>1/25/12</td>
<td>1/25/12</td>
<td>3/27/12</td>
<td>1/11/12</td>
<td>1/24/12</td>
<td>1/25/12</td>
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<tr>
<td>End of fall term through April 30th diploma date</td>
<td>the last business day of the month</td>
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<tr>
<td><strong>Schools:</strong> End of fall term through April 30th Trustees' List due at noon</td>
<td>the last business day of the month</td>
<td></td>
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</tr>
<tr>
<td>End of fall term through April 30th diplomas available for pick-up at Marquette Central or mailing from the Office of the Registrar</td>
<td>approximately 4-6 weeks after diploma date</td>
<td></td>
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</tr>
<tr>
<td>Last day to drop a class without a grade of W</td>
<td>1/25/12</td>
<td>1/25/12</td>
<td>3/27/12</td>
<td>1/11/12</td>
<td>1/24/12</td>
<td>1/25/12</td>
</tr>
<tr>
<td>Deadline for Grad School and GSM students to apply for end of spring term graduation</td>
<td>2/1/12</td>
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<tr>
<td>Deadline for GSM students to apply for end of summer term graduation</td>
<td>2/1/12</td>
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<tr>
<td>Outlines (thesis, professional project, dissertation) due in the Graduate School office</td>
<td>2/1/12</td>
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<tr>
<td><strong>Schools:</strong> Deadline to code students for end of spring term graduation</td>
<td>2/3/12</td>
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<tr>
<td>Graduate School Financial Aid Application deadline (merit-based aid) for the Academic Year 2012-2013*</td>
<td>2/15/12</td>
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<tr>
<td>Deadline to submit work to instructors for incompletes earned in the fall 2011 term</td>
<td>2/17/12</td>
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<tr>
<td>Deadline for instructors to submit I, IX or X grade changes to the Graduate School</td>
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<td><strong>Schools:</strong> Deadline to submit fall 2011 term I, IX or X grades to the Office of the Registrar</td>
<td>3/2/12</td>
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<tr>
<td>Open registration for summer</td>
<td>3/5/12</td>
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<tr>
<td>Event</td>
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<tr>
<td>2012 term begins</td>
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<tr>
<td>Spring break; classes excused</td>
<td>3/11/12 to 3/18/12</td>
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</tr>
<tr>
<td>Early registration for fall 2012 term begins (by appointment)</td>
<td>3/26/12</td>
<td></td>
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<tr>
<td>Easter holiday; Graduate School classes excused</td>
<td>4/5/12 to 4/8/12</td>
<td></td>
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<tr>
<td>Easter holiday; Graduate School of Management classes excused</td>
<td>4/5/12 to 4/8/12</td>
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<tr>
<td>Deadline for Grad School (not GSM) students to apply for end of summer term graduation, if planning to participate in the end of spring term graduation ceremony</td>
<td>4/2/12</td>
<td></td>
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<tr>
<td>Last day for public defense of dissertation</td>
<td>4/11/12</td>
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<tr>
<td>Deadline to change from credit to audit</td>
<td>4/13/12</td>
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<tr>
<td>Deadline to withdraw with a grade of W</td>
<td>4/13/12</td>
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<tr>
<td>Graduate School Financial Aid Application deadline (merit-based aid) for the summer 2012 term</td>
<td>4/16/12</td>
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<tr>
<td>Final day to submit thesis, professional project or essay to the Graduate School or GSM with results and signatures</td>
<td>4/18/12</td>
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<tr>
<td>Results of comprehensive exams due in the Graduate School or GSM. (Registration for and the taking of the comprehensive exams, and the submission of the results, are arranged between the student and his/her program or department.)</td>
<td>4/18/12</td>
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<tr>
<td>Final day to submit dissertation to the Graduate School with results and signatures</td>
<td>5/4/12</td>
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<td><strong>Classes end for the session</strong></td>
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<tr>
<td><strong>Deadline for official transcripts</strong></td>
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from other institutions to arrive at the Office of the Registrar to be processed in time for end of spring term graduation

<table>
<thead>
<tr>
<th>Final exams end</th>
<th>5/12/12</th>
<th>3/10/12</th>
<th>5/12/12</th>
<th>5/12/12</th>
<th>5/12/12</th>
<th>6/16/12</th>
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</thead>
<tbody>
<tr>
<td><strong>Instructors:</strong> Grades due at noon</td>
<td>5/15/12</td>
<td>3/13/12</td>
<td>5/15/12</td>
<td>5/15/12</td>
<td>5/15/12</td>
<td>6/19/12</td>
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<tr>
<td><strong>Schools:</strong> end of spring term</td>
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<tr>
<td>Trustees’ List due at noon</td>
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<td>5/18/12</td>
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<tr>
<td><strong>Baccalaureate and Commencement</strong></td>
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<td></td>
<td></td>
<td></td>
<td>5/19/12 to 5/20/12</td>
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<tr>
<td>End of spring term diploma date</td>
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<td></td>
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<td>5/20/12</td>
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<tr>
<td>End of spring term diplomas available for pickup at Marquette Central or mailing from the Office of the Registrar</td>
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<td>5/23/12</td>
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<tr>
<td>Transcripts available from the Office of the Registrar with end of spring term degree information</td>
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<td>6/15/12</td>
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<tr>
<td>Deadline to submit work to instructors for incompletes earned at the end of the spring term</td>
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<td>10/5/12</td>
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<tr>
<td>Deadline for instructors to submit I, X, and X grade changes to the Graduate School</td>
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<td>10/17/12</td>
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**SUMMER 2012**

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<thead>
<tr>
<th>Event</th>
<th>Session 1 5/21/12 to 6/30/12</th>
<th>Session 2 7/2/12 to 8/11/12</th>
<th>Session 3 5/29/12 to 8/11/12</th>
<th>Session 4 5/14/12 to 6/30/12</th>
<th>Session 5 7/2/12 to 8/18/12</th>
<th>Session 6 5/14/12 to 8/11/12</th>
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<td>First date financial aid applications for the summer term are available from the Office of Student Financial Aid</td>
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<td>3/1/12</td>
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<tr>
<td>Open registration begins (no appointment required)</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>3/5/12</td>
</tr>
<tr>
<td>Graduate School Financial Aid Application deadline (merit-based)</td>
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<td></td>
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<td></td>
<td>4/16/12</td>
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<tr>
<td>Event</td>
<td>Dates</td>
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<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Outlines for thesis, professional projects and dissertations due in</td>
<td>5/9/12</td>
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<tr>
<td>the Graduate School office</td>
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</tr>
<tr>
<td><strong>Classes begin</strong></td>
<td>5/21/12 7/2/12 5/29/12 5/14/12 7/2/12 5/14/12</td>
<td></td>
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<tr>
<td>After Spring Commencement through August 24th diploma date</td>
<td>every Friday</td>
<td></td>
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</tr>
<tr>
<td><strong>Schools:</strong> After Spring Commencement through August 24th</td>
<td>every Friday</td>
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<tr>
<td>Designed through August 24th Trustee's List due at noon</td>
<td></td>
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</tr>
<tr>
<td>After Spring Commencement through August 24th diplomas available</td>
<td>approximately 4-6 weeks after diploma date</td>
<td></td>
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<td>for pick-up at Marquette Central or mailing from the Office of the</td>
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<tr>
<td>Registrar</td>
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<tr>
<td>Registration ends at midnight</td>
<td>5/23/12 7/5/12 6/6/12 5/22/12 7/10/12 5/22/12</td>
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<tr>
<td>Last day to drop a class without a grade of W</td>
<td>5/23/12 7/5/12 6/6/12 5/22/12 7/10/12 5/22/12</td>
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<tr>
<td>Memorial Day observed; classes excused</td>
<td>5/28/12</td>
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<tr>
<td>Deadline to apply for end of summer term graduation, if not planning</td>
<td>6/13/12</td>
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<tr>
<td>to participate in the end of spring term ceremony</td>
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<tr>
<td>Deadline to change from credit to audit</td>
<td>6/15/12 7/27/12 7/20/12 6/15/12 7/27/12 7/20/12</td>
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<tr>
<td>Deadline to withdraw with a grade of W</td>
<td>6/15/12 7/27/12 7/20/12 6/15/12 7/27/12 7/20/12</td>
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<tr>
<td><strong>Schools:</strong> Deadline to code students for end of summer term</td>
<td>6/15/12</td>
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<tr>
<td>graduation</td>
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<tr>
<td><strong>Classes end for the session</strong></td>
<td>6/30/12 8/11/12 8/11/12 6/30/12 8/18/12 8/11/12</td>
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<tr>
<td>Independence Day holiday; classes excused</td>
<td>7/4/12</td>
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<tr>
<td><strong>Instructors:</strong> Grades due at noon</td>
<td>7/3/12 8/14/12 8/14/12 7/3/12 8/21/12 8/14/12</td>
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<tr>
<td>Last day for public defense of dissertation</td>
<td>7/11/12</td>
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<tr>
<td>Final day to submit thesis, professional project or essay to</td>
<td>7/18/12</td>
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<tr>
<td>Event Description</td>
<td>Date</td>
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<td>the Graduate School or GSM with results and signatures</td>
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<tr>
<td>Results of comprehensive exams due in the Graduate School. (Registration for and the taking of comprehensive exams is arranged between the student and his/her program or department.)</td>
<td>7/18/12</td>
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<tr>
<td>Final day to submit dissertation with results and signatures</td>
<td>8/8/12</td>
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<tr>
<td>Deadline for official transcripts from other institutions to arrive at the Office of the Registrar to be processed in time for end of summer term graduation</td>
<td>8/17/12</td>
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<tr>
<td>End of summer term diploma date</td>
<td>8/24/12</td>
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<tr>
<td>Schools: End of summer term Trustees’ List due at noon</td>
<td>8/24/12</td>
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<tr>
<td>End of summer term diplomas available for pickup at Marquette Central or mailing from the Office of the Registrar</td>
<td>8/29/12</td>
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<tr>
<td>Transcripts available from the Office of the Registrar with end of summer term degree information</td>
<td>9/21/12</td>
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<tr>
<td>Deadline to submit work to instructors for incompletes earned in the summer 2012 term</td>
<td>10/5/12</td>
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<tr>
<td>Deadline for instructors to submit I, IX and X grade changes to the Graduate School</td>
<td>10/17/12</td>
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</tbody>
</table>

**For faculty:** The dates of the academic year for faculty are August 22, 2011 to May 21, 2012. The dates of annual faculty contracts are July 1, 2011 to June 30, 2012.

**Note:** *Some programs may have deadlines for fall admission that are earlier than the financial aid application deadline. New applicants for financial aid in those programs must adhere to the earlier department deadlines that are listed in the Programs section of the online Graduate School Bulletin.*
Driving Directions to Marquette University

From the west on I-94
Exit #310A — 13th Street
To 16th Street Parking Structure:
• At end of ramp, turn left onto 13th Street
• North ½ block to Clybourn Street (13th Street ends at Clybourn)
• Turn left onto Clybourn Street
• West 3 blocks to 16th Street
• At 16th Street (one-way northbound) turn right
• North 1½ blocks on 16th Street
• The 16th Street Parking Structure is on the left, between Wisconsin Avenue and Wells Street

From the south on I-43/I-94
Exit #72A — 10th Street and Michigan/Tory Hill
To 16th Street Parking Structure:
• At end of ramp, turn left onto Tory Hill
• Tory Hill becomes Clybourn
• At 16th Street (one-way northbound) turn right
• North 1½ blocks on 16th Street
• The 16th Street Parking Structure is on the left, between Wisconsin Avenue and Wells Street

From the north on I-43
Exit #72E — 11th Street and Highland
To 16th Street Parking Structure:
• At end of ramp, continue straight on 11th Street (one-way southbound)
• 11th Street will shift left at Wells Street
• From the far right lane, turn right on Wisconsin Avenue
• At 16th Street (one-way northbound) turn right
• North ½ block
• The 16th Street Parking Structure is on the left, between Wisconsin Avenue and Wells Street