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Crummer Graduate School Catalog 2007

Rollins College

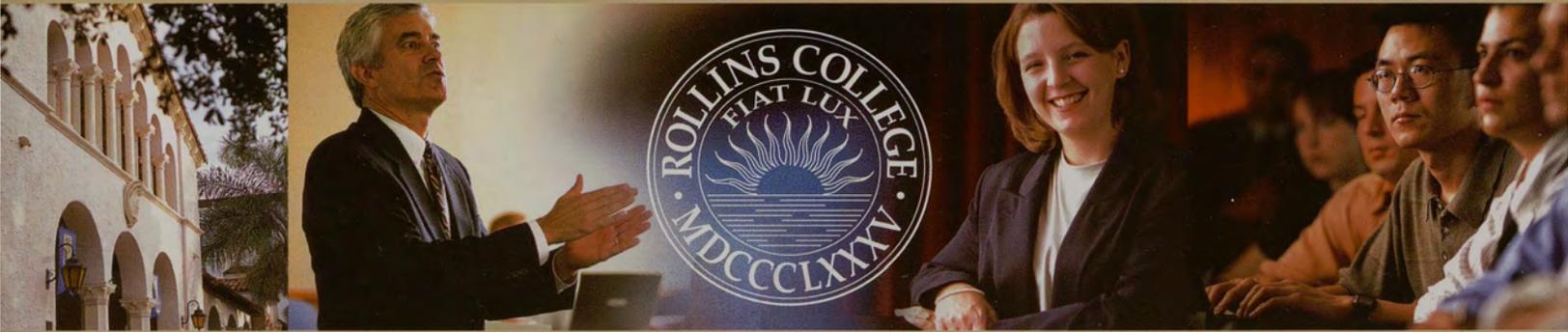
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ROLLINS MBA



ROLLINS COLLEGE
CRUMMER GRADUATE SCHOOL OF BUSINESS

WINTER PARK / ORLANDO, FLORIDA

One nationally-ranked MBA program

The same courses, the same outstanding faculty

Four ways to enroll

Choose the program format that fits your needs

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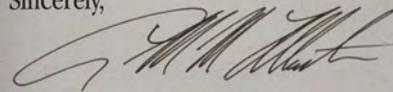
The Rollins MBA has been ranked among the finest graduate business programs in America. *Forbes* magazine ranked leading business schools by comparing the cost of attaining an MBA to the monetary rewards for obtaining the degree — and the Rollins MBA was ranked 12th among America's Top 25 regional business schools. The Rollins MBA was the only MBA program in Florida ranked by *Forbes*.

Choosing an MBA program is an important personal investment decision. There are many fine graduate business programs, and the challenge is to find the MBA program that is right for your particular needs and interests. I would like to take this opportunity to list the special features of the Rollins MBA:

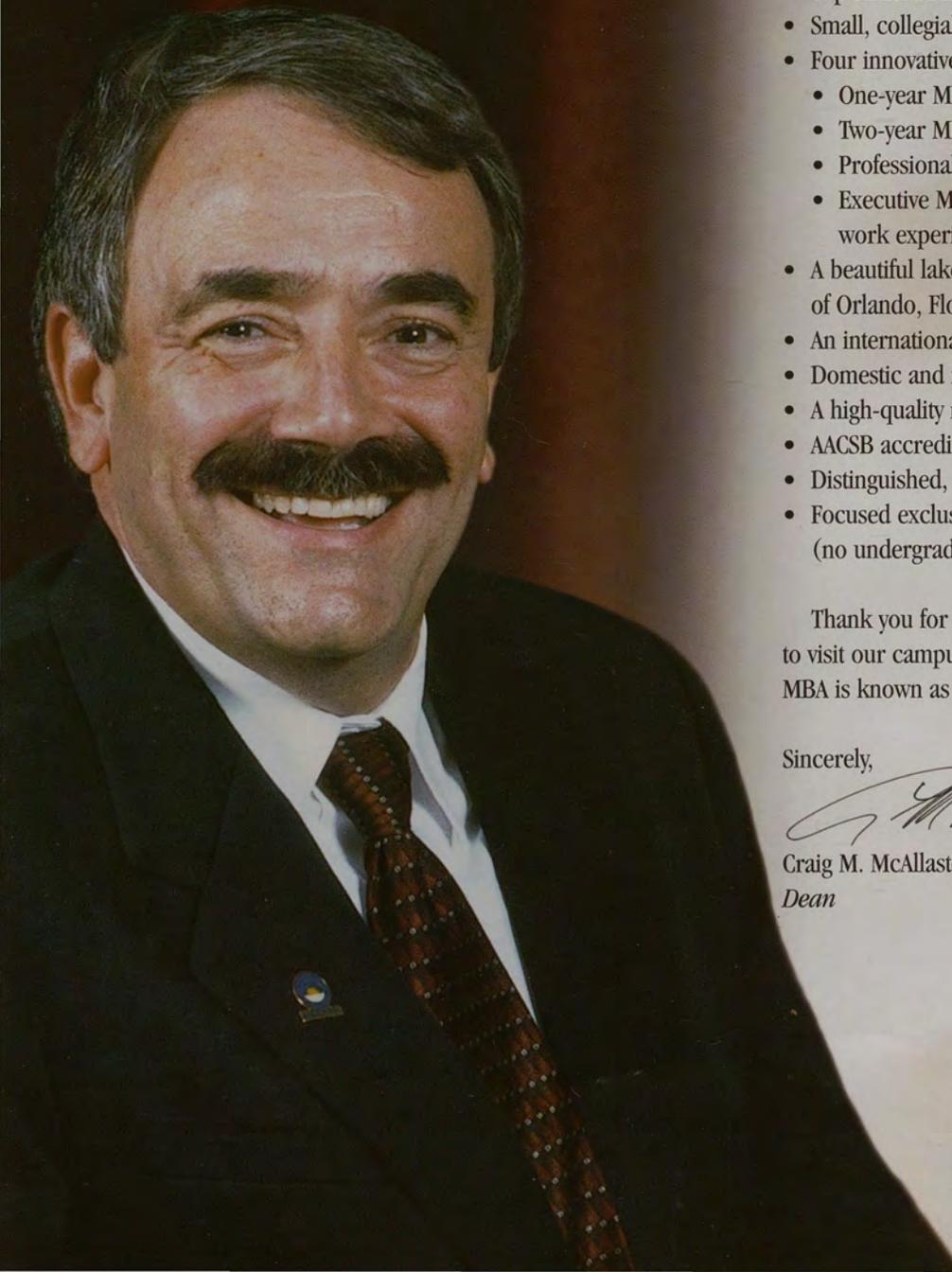
- Top ranked MBA program (*Forbes* magazine)
- Small, collegial business school
- Four innovative MBA program formats
 - One-year MBA for students with work experience
 - Two-year MBA for students with little or no work experience
 - Professional MBA for students with full-time jobs
 - Executive MBA for students having 10 or more years of work experience
- A beautiful lakeside campus in Winter Park, a suburb of Orlando, Florida
- An international study trip
- Domestic and international consulting projects
- A high-quality notebook computer included in the tuition
- AACSB accredited (the top accreditation for business schools)
- Distinguished, experienced faculty
- Focused exclusively on excellence in MBA education (no undergraduate business program)

Thank you for considering the Rollins MBA program. I invite you to visit our campus so that you can learn first-hand why the Rollins MBA is known as "Florida's Most Prestigious MBA."

Sincerely,



Craig M. McAllaster
Dean





ROLLINS COLLEGE





Rollins College, the first college in Florida, was founded in 1885 by a group of community leaders who envisioned a New England-style liberal arts college for Florida's young adults. Today Rollins occupies a beautiful 67-acre campus on the shores of Lake Virginia in Winter Park, an upscale suburb of Orlando, Florida. Among its attractions:

- Rollins College is consistently ranked by *U.S. News & World Report* as the #2 regional university in the Southeast.
- Winter Park is nationally known for its annual Art Festival, its Bach Festival, its quaint sidewalk cafes and restaurants, its shady brick streets lined with mature oaks, its multimillion dollar lakeside mansions—and the remarkable experience of watching from almost anywhere in Winter Park as the Space Shuttle climbs into the clear blue Florida sky.
- Greater Orlando has been ranked by *Entrepreneur*, *Forbes* and *Inc.* magazines as one of the best cities in America to start and grow a business.
- Orlando is one of the top destination cities in the world, less than an hour's drive from the world-class Florida beaches, the Kennedy Space Center, the Daytona International Speedway, and of course, Walt Disney World.

THE ROLLINS

ONE-YEAR MBA

The Rollins one-year MBA — the full-time Accelerated MBA (AMBA) Program — allows you to earn your degree in less than one year, minimizing career and salary interruption — and does not require an undergraduate business degree. The AMBA Program is ideal for the experienced, time-conscious student who wants to move ahead at maximum speed.

The typical AMBA student:

- Has at least three years of professional full-time work experience.
- May or may not have an undergraduate business degree.

An Outstanding Value

The AMBA Program offers students with three or more years of work experience several important advantages over the traditional two-year MBA program.

- **Faster:** Because the AMBA Program is completed in 11 months, your post-MBA career is moving forward in less than a year, minimizing career interruption.
- **Less costly:** Your investment in the MBA degree is much lower.
 - The largest cost of any full-time MBA program — the foregone salary while in school — is only half as much for a one-year program, compared to a two-year program.
 - The tuition for the AMBA degree is lower than that of many two-year MBA programs.

- **Higher return on investment:** Your return on investment from the degree is much higher.

- As noted above, your investment in the AMBA — foregone salary and tuition — is lower. Because you graduate a year earlier than with a two-year program, you gain an extra year's salary.
- Furthermore, your higher post-MBA salary starts compounding a year earlier. Since post-MBA salaries typically increase at a compound rate of 15% to 25% per year for the first five years after graduation, starting a year earlier can be a significant benefit.

- **The bottom line:** Assuming the same post-MBA starting salary and the same post-MBA salary growth rate, the AMBA graduate — by investing less and graduating a year sooner — typically will be ahead by a total of \$100,000 or more within a few years, compared to the graduate of a two-year MBA program.

Please refer to the One-year MBA program insert in the inside front cover of this catalog for the latest official information on current AMBA courses, application information, starting dates, tuition, and the phone numbers and email addresses of the AMBA program staff, who look forward to assisting you.





“Never underestimate the value of an M.B.A. degree...I pursued an M.B.A. from Crummer because I knew it would let me do anything I wanted to do, including be the head of a large corporation.”

AL WEISS, MBA '81

*President, Walt Disney World® Resort
B.S. University of Central Florida
M.B.A. Crummer Graduate School,
Rollins College*

Al fulfilled his goal and now serves as president of the number one vacation destination in the world – the *Walt Disney World® Resort*. He began his impressive 30-year career with Disney in 1972, and he credits his Crummer MBA with giving him an extra edge to succeed in a world-class company.

THE ROLLINS TWO-YEAR MBA

The Rollins two-year MBA program — which we refer to as the Early Advantage MBA (EAMBA) because it lets qualified students get an early start on their career — has been specifically designed for high-potential students with little or no work experience. Practical work experience is rapidly gained during the course of the program through consulting projects with real companies in the U.S. and overseas, in combination with a summer internship between the first and second year of the program.

No Work Experience Required

Even if you have little or no work experience, you can earn a top-quality Rollins MBA if you have a record of academic achievement and demonstrate a strong potential for career success. You may have heard that you must have 4 or 5 years of work experience

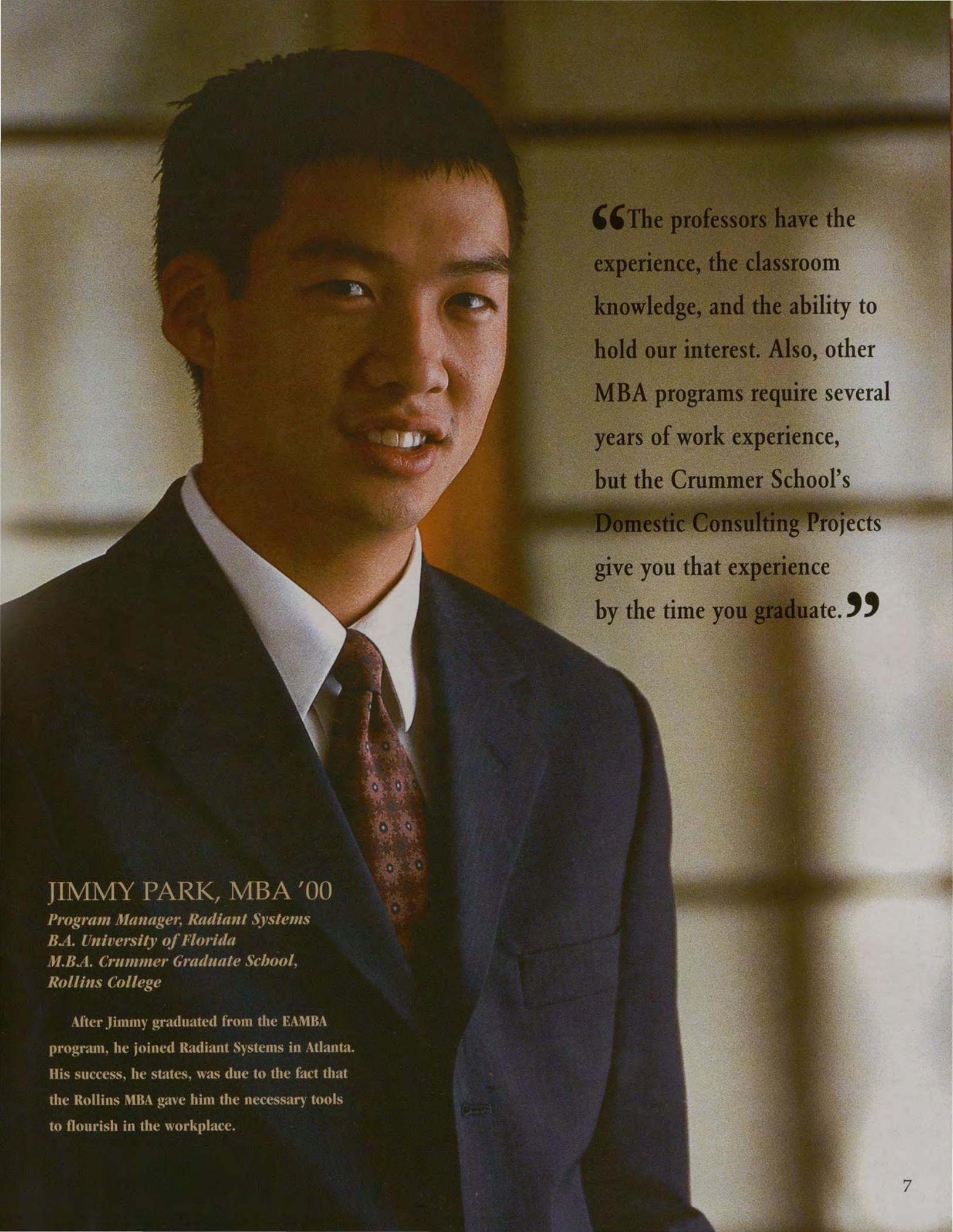
before starting your MBA — but this is not necessarily true. Our research on the success of MBA graduates shows that pre-MBA work experience has no measurable effect on long-term career success. Some of our EAMBA students have had more than 5 years of work experience, while other well-qualified students have entered directly out of an undergraduate program. What counts is your ability, not your age.

The typical EAMBA student:

- Has limited or no full-time work experience (typically less than three years).
- Has a record of superior academic achievement.
- May or may not have an undergraduate business degree.
- Has strong career potential.

For the latest official information on current EAMBA core courses and electives, application information, starting and graduation dates, tuition, and the phone numbers and email addresses of the EAMBA program staff, please refer to the Two-year MBA program insert in the inside front cover of this catalog.





“The professors have the experience, the classroom knowledge, and the ability to hold our interest. Also, other MBA programs require several years of work experience, but the Crummer School’s Domestic Consulting Projects give you that experience by the time you graduate.”

JIMMY PARK, MBA '00

*Program Manager, Radiant Systems
B.A. University of Florida
M.B.A. Crummer Graduate School,
Rollins College*

After Jimmy graduated from the EAMBA program, he joined Radiant Systems in Atlanta. His success, he states, was due to the fact that the Rollins MBA gave him the necessary tools to flourish in the workplace.

THE PROFESSIONAL MBA PROGRAM

The Professional MBA (PMBA) is designed for the busy professional seeking to pursue an MBA in the evening on a part-time basis, without sacrificing quality. The PMBA Program offers working students the same high-quality courses taught by the same outstanding faculty as our nationally ranked full-time program formats.

The typical PMBA student:

- Is 29 years of age.
- Has seven years of work experience.
- Works as a professional for a Central Florida corporation or non-profit organization.
- May or may not have an undergraduate business degree.
- Has learned that you can't move ahead in management based on hard work alone, that you must have professional training in management to compete successfully.

You may enter the Professional MBA Program in either September or January. There are three 12-week terms each year, fall/spring/summer. An entering PMBA class takes two core courses each term, allowing completion of six core courses per year.

A Variety of Concentrations

Once the required courses are completed, PMBA students may pursue concentrations in finance, general management, international business, marketing, or operations management & information technology. Time to completion of the program is typically 32 months, although some students finish sooner by taking more than two electives at a time.

Please refer to the Professional MBA program insert in the inside front cover of this catalog for the latest official information on current PMBA core courses and electives, application information, starting dates, tuition, and the phone numbers and email addresses of the PMBA program staff, who have extensive experience advising part-time MBA students on choosing the program options that will best fit their needs.





“ The Professional MBA Program at Rollins met all of my expectations by allowing me to maintain career and income progression and family commitments while pursuing my graduate studies. ”

JUDY CURRY, MBA '94
Vice President & Controller, Tupperware
B.S. University of Santo Tomas, Philippines
M.B.A. Crummer Graduate School,
Rollins College

Judy began her career with Tupperware in 1990 as a Senior Accountant and served in multiple roles in the Worldwide Finance Group. The unique scheduling format at the Crummer School allowed Judy to earn her graduate business degree while continuing to accept roles of increasing responsibility at Tupperware.

THE EXECUTIVE MBA PROGRAM

The Executive MBA (EMBA) Program at Rollins is a general management program structured to provide present and future senior executives with timely and essential business skills and knowledge.

The typical EMBA student:

- Is 38 years of age.
- Has 16 years of work experience.
- May or may not have an undergraduate business degree.
- Has or will have general management responsibilities — CEOs, entrepreneurs, and fast-track managers on their way up.
- Has learned that you can't move ahead in management based on hard work alone, that you must have professional training in management to compete successfully.

International Study Trip

The 18-month intensive curriculum of the EMBA Program, which begins in August, focuses on local, national, and international business issues. At the end of the first year, you and your EMBA classmates will travel as a class on an International Study Trip to one or more foreign cities to study management practices in an international setting.

By scheduling classes on a flexible alternating Friday and Saturday format, the program is tailored to the fast-paced schedule of today's executives and managers. It gives you the opportunity to pursue a top-quality Rollins MBA degree at a level and pace appropriate to your business experience while maintaining your career momentum.

For the latest official information on current EMBA courses, application information, starting and graduation dates, tuition, and the phone numbers and email addresses of the EMBA program staff, please refer to the Executive MBA program insert in the inside front cover of this catalog.





“Everyone has a few experiences in life that are most memorable. Crummer is one of those. The world-class professors, the rich case studies and the computer-based approach to solving complex problems, made the EMBA Program a life-changing experience.”

GREG CLENDENIN, '98

*President/CEO, Middleton Pest Control, Inc.
B.S. Liberty University
M.B.A. Crummer Graduate School,
Rollins College*

Greg began his corporate career in 1979 as a sales technician with Middleton Pest Control, Inc. and advanced to Vice President/COO in 1988 and then to President in 1996. Under his leadership, Middleton has grown from 5 to 300 employees. Issues of growth, as well as changing trends in the market allowed Greg to immediately utilize the knowledge he obtained in the classroom.

TECHNOLOGY

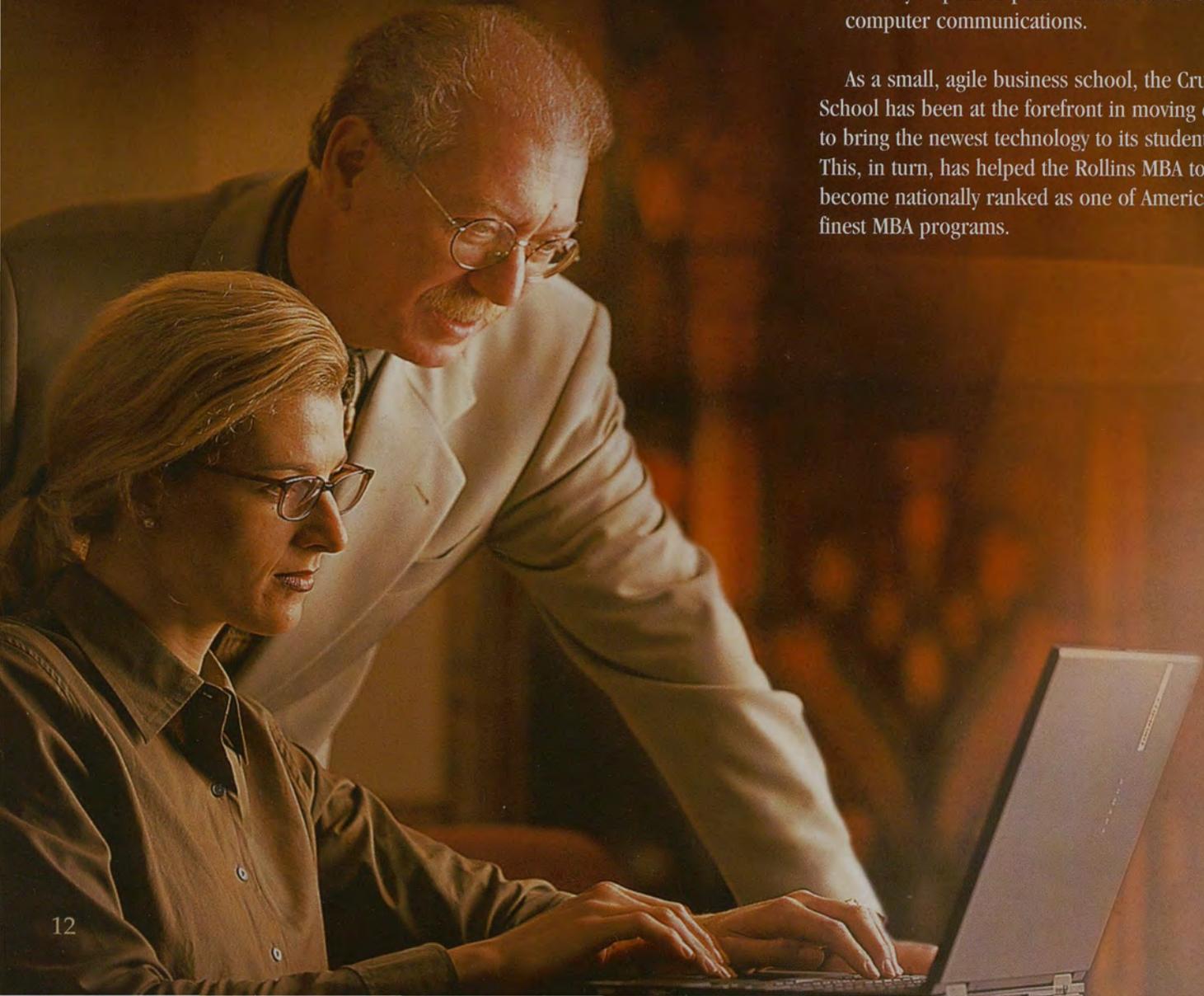


Today's corporate leaders must have a clear understanding of how to create strategic advantage for their firms from the rapid changes that are occurring in technology. The Crummer School has a long history of incorporating the newest technologies in its MBA courses.

- In 1990, Crummer innovated by including in the tuition a high-quality notebook computer with state-of-the-art software for each of its incoming students for use right in the classroom.

- Classrooms in Crummer Hall have individual high-speed Internet connections for each student's notebook computer.
- Students present PowerPoint case analyses in classrooms equipped with the same high-quality computerized projection equipment as would be found in the boardrooms of major corporations.
- Student teams have worked as business planning consultants to small high-tech companies that are developing new technologies with applications ranging from enhanced airport security to peer-to-peer wireless notebook computer communications.

As a small, agile business school, the Crummer School has been at the forefront in moving quickly to bring the newest technology to its students. This, in turn, has helped the Rollins MBA to become nationally ranked as one of America's finest MBA programs.



GLOBAL TRIPS AND



CONSULTING PROJECTS

Our global economy demands that successful managers have first-hand experience overseas. The Rollins MBA program offers two ways—International Study Trips and Global Consulting Projects—to gain hands-on international experience that will help you prosper in the global marketplace, from Asia to Europe and South America. Consulting projects with U.S. firms are also available.

INTERNATIONAL STUDY TRIP

Studying the effects of cultural influences on business is one thing; seeing them in action is another. Students from all programs gain a multidimensional understanding of cultural issues from the *International Study Trip* (the trip is required in the AMBA, EAMBA, and EMBA programs, where the cost of the trip is included in the tuition). You'll have the rare opportunity to meet one-on-one with high-ranking executives of premier multinational corporations in countries such as, England, Belgium, Germany, Czech Republic, and Hong Kong. On recent International Study Trips, students have visited the headquarters of BMW (Munich), met with senior managers at Morgan Stanley Dean Witter (London), and attended a private briefing with a member of the European Parliament (Brussels).

GLOBAL CONSULTING PROJECT

The *Global Consulting Project* elective course allows you to earn credit and gain international experience, thanks to exclusive partnerships between the Crummer School and leading multinational corporations. You will work on real-world projects whose success depends on your intellectual and practical application of key business concepts. Over the past few years, students have participated in nearly 50 consulting projects with such international corporations as Estée Lauder (Czech Republic), AT&T (Spain), DPT (Saudi Arabia), Tupperware (China), Disney Development (France), and Lucent Technologies (Singapore).

DOMESTIC CONSULTING PROJECT

The *Domestic Consulting Project* elective course provides dynamic opportunities to work with leading U.S. corporations on real-world business problems. You'll work with a team of five or six students on a field-based project that addresses a current and significant issue for the sponsoring corporation. In recent years, Rollins MBA students have performed many projects that have benefited participating businesses—sometimes leading to offers of employment to members of the student teams. Companies that have participated in recent domestic consulting projects include Johnson & Johnson, Florida Hospital, RegionsBank, Milcom Technologies, HTE Software, Lucent Technologies, Florida Power, and KPMG.

FACULTY

Teaching takes priority over research when selecting and promoting Crummer School faculty, although research publications are required of all faculty. Only experienced senior faculty — Associate Professors and Full Professors — with outstanding teaching skills are hired. No Assistant Professors or Teaching Assistants are allowed to teach courses at the Crummer School.

Experienced and enthusiastic, the members of the faculty at the Crummer School hold the highest degrees in their field. Although education is their primary focus, they are prolific authors, researchers, entrepreneurs, and business consultants — and many have held executive-level positions in industry. Most have earned awards for their innovative teaching methods.

Ilan Alon, Associate Professor of International Business

*B.Sc. Fairleigh Dickinson University
M.B.A. Fairleigh Dickinson University
M.A. Kent State University
Ph.D. Kent State University*

Dr. Alon has taught at Kent State University and the State University of New York in the fields of international business, marketing, and economics. He has also lectured at Shanghai University for Science and Technology and Bongde University in Shanghai, China, and in the University of New South Wales in Sydney, Australia. Dr. Alon has authored numerous papers and book chapters, and has edited and authored seven books, all in the field of international business. He has also served as a consultant of international business to several companies in the United States and abroad.

Charles H. Brandon, Professor of Accounting

*B.S. Florida State University
M.S. Florida State University
Ph.D. University of Georgia*

Dr. Brandon has served on the faculties at the University of Central Florida, the City University of New York, the University of Rhode Island, and the University of Missouri. He received his Ph.D. in accounting and business in 1972, and is certified as a public accountant in the state of Florida. Dr. Brandon has published extensively in the fields of accounting and management science. He also serves as a consultant in business valuations to many businesses and law firms.

Samuel C. Certo, Steinmetz Professor of Management

*B.B.A. University of Cincinnati
M.B.A. Ohio University
Ph.D. Ohio University*

Dr. Certo has taught at Ohio University, the University of Hawaii, and Indiana State University. He has published several widely accepted college textbooks, including *Modern Management*, *The Strategic Management Process*, *Supervision: Quality and Diversity Through Leadership*, and *Human Relations: Concepts and Skills*. Several of his textbooks have been translated into Spanish for distribution throughout South America. His latest book (co-author) is *Digital Dimensioning: Finding the eBusiness in Your Business*. Professor Certo has served as a member of the Review Board of the Academy of Management Review. He is a management consultant to major corporations.

David M. Currie, Associate Professor of Economics & Finance

*B.S. University of Florida
M.B.A. University of Southern California
Ph.D. University of Southern California*

Having previously served on the faculties of Stetson University and the University of Tennessee, Dr. Currie joined the Crummer Faculty in 1980. His publications and research focus on corporate finance and public sector finance.

Ralph Drtina, Professor of Accounting & Management

*B.S. Florida State University
M.B.A. Florida State University
Ph.D. The Ohio State University*

Dr. Drtina specializes in the use of accounting by managers for decision-making and control purposes. Before joining the Crummer School in 1984, he served on the faculty of Lehigh University. Professor Drtina has held visiting academic appointments in Spain, Australia, and the Virgin Islands, and he was a Fulbright Scholar on the African island-nation of Mauritius. He brings to the classroom a varied financial background that includes work experience with CPA firms, family-held businesses, Fortune 500 companies, nonprofit organizations, and government agencies. Professor Drtina has published extensively in such leading professional journals of business and accounting as the *Accounting Review*, *California Management Review*, *Journal of Accounting, Auditing and Finance*, and *Management Accounting*.

James P. Gilbert, Professor of Operations Management and Quantitative Analysis

*B.S. Bowling Green State University
M.B.A. Western Illinois University
Ph.D. University of Nebraska—Lincoln*

Dr. Gilbert is a Lilly Teaching Fellow and a recipient of the prestigious Richard B. Russell Teaching Award. He taught 12 years at the University of Georgia where he was honored with numerous teaching and research awards. Dr. Gilbert is currently the vice-president for meetings and a member of the Board of Directors for the Production and Operations Management Society (POMS). Prior to his doctoral work, he was Director of Operations and Inventory Planning for the DeVilbiss Corporation in Toledo, Ohio. Dr. Gilbert has taught previously at the University of Georgia, Western Illinois University, and the University of Nebraska-Lincoln. His teaching, research, and consulting expertise include just-in-time systems, quality management practices, and quantitative decision support for efficient business systems. He has published in the *California Management Review*, *International Journal of Production Research*, *Business Horizons*, *Quality Management Journal*, among others. Dr. Gilbert has taught outside of the U.S., teaching Contemporary Quality Management at the Institute d'Administration des Entreprises, Universite' Jean Moulin, Lyon, France.

Theodore T. Herbert, Professor of Management

B.B.A. Georgia State University
M.B.A. Georgia State University
D.B.A. Georgia State University

Dr. Herbert's previous teaching posts include the University of North Carolina at Chapel Hill, Concordia University in Montreal, and the University of Texas. Dr. Herbert serves as consultant to large and small businesses and nonprofit organizations on strategy issues, competitive strategy, and strategic planning.

James M. Higgins, Professor of Management

B.B.A. Emory University
M.P.A. Georgia State University
Ph.D. Georgia State University

Dr. Higgins has a bachelor's degree and master's degree in accounting and a doctorate in management. He came to the Crummer School after teaching at Auburn University. He has published twenty-five articles and six textbooks on management, business strategy, and organizational behavior. He is also the author of three trade books, *Escape from the Maze*, *INNOVATE or Evaporate*, and *101 Creative Problem Solving Techniques*. Since 1973, he has been a management consultant to major businesses where he works primarily in strategic planning, corporate innovation, and leadership development.

James P. Johnson, Associate Professor of International Business

B.A. (Hons.) University of London
M.A. University of Reading
M.B.A. San Diego State University
Ph.D. University of South Carolina

Prior to joining the Crummer School faculty, Dr. Johnson taught at Old Dominion University in Virginia. He has published many journal articles, book chapters, and business cases in the field of international business, and his research interests include cross cultural management, managing international joint ventures, strategic decision-making processes in multinational corporations, and strategic change in companies in emerging economies. A native of London, England, Dr. Johnson has previously lived and worked in Britain, Spain, Finland, Yugoslavia, and Mexico.

Mark W. Johnston, Alan and Sandra Gerry Professor of Marketing and Ethics

B.B.A. Western Illinois University
M.B.A. Western Illinois University
Ph.D. Texas A & M University

Dr. Johnston previously taught at Texas A&M and Louisiana State University. He has published extensively on a variety of marketing topics. Most of his research focuses on the topics of sales force effectiveness, salesperson motivation, and business ethics. Dr. Johnston is also noted for his executive seminars on a variety of sales force issues as well as ethical concerns facing business leaders and corporate governance in a global economy. He is co-author of *Sales Force Management* (7th Ed.).

Craig M. McAllaster, Dean and Professor of Management

B.A. University of Arizona
M.S. Alfred University
M.A. Columbia University
Ed.D. Columbia University

Dr. McAllaster's background spans industry and academia. He spent more than 10 years in the consumer services and electronics industry. Dr. McAllaster has been on the faculty at Cornell University and the University of Central Florida. While at Cornell's Johnson Graduate School of Management, he taught in executive development programs and was also the director of Executive Education. Dr. McAllaster is a frequent program faculty member and guest speaker in a number of management and executive programs. He has spoken and published numerous articles in the areas of influence, leadership, consulting skills, and changing organizational culture. Dr. McAllaster is a consultant to a wide variety of domestic and international companies. Some of his consulting clients include Mobil, United Newspapers, McNeal Consumer Products, American Cyanamid, IBM, and Caleb Brett.

Chandra S. Mishra, Professor of Finance

B.S. Saurashtra University-India
M.S. National Institute for Training in Industrial Engineering-India
Ph.D. University of Texas-Dallas

Dr. Mishra's areas of teaching include corporate finance, new venture finance and international corporate finance. He is the editor of the *Journal of Small Business Management* and serves on the board of advisors for the *Journal of Private Equity*. He is a member of the Financial Management Association, the Academy of International Business, and the International Council of Small Business. Dr. Mishra is listed in *Who's Who in the World*, *Who's Who in America*, and *Who's Who in Finance*. He comes to the Crummer School from Oregon State University.

Edward A. Moses, Bank of America Professor of Finance

B.S. University of Pennsylvania
M.B.A. University of Georgia
Ph.D. University of Georgia

Dr. Moses has taught at the University of Georgia, Georgia State University, University of Tulsa, and University of Central Florida. He has served as dean at both the College of Business at the University of North Florida and the Crummer Graduate School of Business. He is the author of six textbooks and has published numerous articles in the leading finance journals. He has served as a consultant and expert witness for a number of organizations and serves on the Board of Directors of two public companies. He is a member of the faculty of the Graduate School of Banking at Louisiana State University.

Barry Render, Charles Harwood Professor of Operations Management

B.S. Roosevelt University
M.S. University of Cincinnati
Ph.D. University of Cincinnati

Dr. Render, holder of the first endowed chair at the Crummer School, is author of over 100 articles and 10 textbooks, including the widely adopted *Operations Management* (6th Ed.) and *Quantitative Analysis for Management* (8th Ed.). He has taught at George Washington University, George Mason University, Boston University, and the University of New Orleans, and was Senior Fulbright Scholar in the Kingdom of Nepal in 1982 and 1993. At George Mason, he held the G.M. Foundation Professorship and was chairman of the Department of Decision Sciences. He was named an AACSB fellow in 1978 and has worked in the aerospace industry for McDonnell Douglas, G.E., and NASA. In 1996, Dr. Render was selected by Roosevelt University to receive the St. Clair Drake Award for Outstanding Scholarship.

Cynthia P. Ruppel, Associate Professor of Information Systems & e-Business

*B.A. University of Akron
M.B.A. Cleveland State University
Ph.D. Kent State University*

Dr. Ruppel has taught at the University of Toledo, the University of Akron, Kent State University and Cleveland State University. Among her research interests are the concept of using telecommunications to conduct business (e-business) and the behavioral aspects of implementing information technologies. She has published several articles and book chapters related to the adoption and use of technology and its effects on the organization and its culture.

J. Clay Singleton, Professor of Finance

*B.A.S. Washington University
M.B.A. University of Missouri-Columbia
Ph.D. University of Missouri-Columbia*

Dr. Singleton held various faculty and administrative positions in the College of Business at the University of Nebraska-Lincoln including the Paul C. Burmeister Chair of Investments and served as dean of the College of Business Administration at the University of North Texas. He has taught at the University of Virginia and the College of William and Mary and was Senior Vice President of AIMR where he was in charge of the Chartered Financial Analyst program. Dr. Singleton has over 15 years of consulting experience in closely-held company valuation, expert witness testimony, and financial research.

E. Theodore Veit, Professor of Finance

*B.S. Marietta College
M.S. University of Arkansas
Ph.D. University of Arkansas*

Dr. Veit served on the faculties of the University of Arkansas, West Virginia University, and the University of Central Florida before joining the Crummer School in 1988. He has also held visiting positions at the University of Porto (Portugal) and the Czechoslovak Management Center. Dr. Veit has published extensively in academic journals such as the *Financial Review*, *Journal of Portfolio Management*, and the *Journal of Futures Markets*. He is a member of the Eastern Finance Association where he was elected to the Board of Directors and held the position of Vice President of Arrangements. Dr. Veit is a member of the Academy of Financial Services, having served terms as Program Vice President and later as President. He is also a member of the Association for Investment Management and Research and holds the Chartered Financial Analyst professional designation.

Ronald N. Yeaple, Distinguished Professor of Marketing

*B.S. Cornell University
M.S. Cornell University
M.B.A. University of Rochester
Ph.D. University of Rochester*

Dr. Yeaple joined the Crummer School after 26 years as a faculty member at the Simon Graduate School of Business at the University of Rochester, where he was a four-time winner of the Simon School's Superior Teaching Award. He is the author of three recent books, *The MBA Advantage*, *The Success Principle*, and *Net Profit: Successful Internet Marketing Strategies*, as well as journal articles and book chapters in both management and biomedical engineering. He has consulted with more than 50 firms in marketing and new product planning, and has served on a number of boards of directors.

Executive-in-Residence

Michael A. Cipollaro, Director of the Center for Entrepreneurial Studies

*B.S. Georgetown University
M.S. The Johns Hopkins University
S.E.P. Stanford University*

Mr. Cipollaro is a former international business executive with 25 years of experience throughout the world on behalf of three consumer products companies: CPC International, Inc., McCormick & Company, Inc., and The Gerber Products Company. Most recently, he served as president of the International Division of Gerber, prior to its acquisition by Novartis. Mr. Cipollaro is active as an entrepreneur and a consultant to companies seeking to develop their business both domestically and internationally.

John T. Cascio, Executive-in-Residence

B.S. University of Maryland

Before joining Crummer in 2002, Mr. Cascio was Vice President for Sprint where he was responsible for the marketing, sales, and service of Sprint's communication portfolio to the southeastern United States. He has 24 years of experience in the telecommunications industry where he has achieved national recognition in sales and marketing. Mr. Cascio earned a bachelor's degree in marketing from the University of Maryland and has completed executive education courses in telecommunications at the Fuqua School of Business at Duke University.

EMERTI

Dr. Carol H. Anderson
Professor Emeritus of Marketing

A. Ross Evans
Professor Emeritus of Business Administration

Dr. Serge Matulich
Professor Emeritus of Accounting

Dr. Donald R. Plane
Professor Emeritus of Management Science

Dr. Max D. Richards
Distinguished Professor of Management

Dr. Martin Schatz
Dean Emeritus

Dr. Julian W. Vincze
Professor Emeritus of Marketing



C O U R S E S

Courses are listed on these pages to provide you with an indication of the scope and depth of the Rollins MBA program. Please note that not all courses listed are offered every year, courses listed may be dropped from the curriculum, and new courses not listed may be added to provide instruction in the latest management topics.

INTENSIVE COURSES

MBA 501 Management Analysis (Required in all programs)

This course provides management analysis skills that are essential for graduate course work at the Crummer School. These skills are developed through comprehensive case analysis. Technical topics covered include basic operation of the notebook computer, network usage, and software applications. Group skills, team building, leadership skills, time management, presentation proficiency, and case analysis are also covered.

MBA 503 Legal, Ethical, and Social Issues of Business (Required in all programs)

Commitment to a moral business philosophy is indispensable for a business career. Modern social issues facing business management are examined with particular emphasis upon the interaction of business and government and upon the formulation of corporate social policy.

MBA 504 Career Management (Required in full-time programs)

This course is designed to enable students to achieve a heightened awareness of their values, interests and skills as they examine various career opportunities. Regardless of students' prior experience and/or desire to pursue challenging and possibly new careers, this course offers insights and expertise for the productive career strategy. The course includes personal assessment, skill evaluation, and the creation of an action plan. Additionally, resume and cover letter development, networking, interview skills, negotiations, and job offer evaluation are examined.

MBA 505 Leadership Management (Required in full-time programs)

This course provides a foundation of effective leadership by equipping the student with the knowledge, character and skills to be contributing and effective managers. Students will design a plan that will allow them to continue to develop these skills throughout their business career. Using a variety of self-assessment metrics, participants will become more aware of their personal leadership qualities and style.

CORE COURSES

Nine core courses are required of all AMBA, EAMBA, PMBA and EMBA students. These courses may not be exempted.

ACC 501 Financial Accounting

The objective of Financial Accounting is to develop a basic understanding of the contents of financial statements. The course builds financial literacy by evaluating the nature of business transactions, determining appropriate ways of measuring these transactions, and analyzing their effects on the organization's performance and financial condition. The course balances an understanding of accounting information with the preparation of the financial statements. Spreadsheet models are used throughout the course.

ACC 502 Managerial Accounting

Managerial accounting supplies information to managers so they can better achieve the objectives of the organization. The course comprises three major topics: cost calculation, decision making, and planning and control. Learning is based on analysis of problems and cases and model building with electronic worksheets. Methods discussed include cost allocation, activity-based costing, contribution analysis, differential costing, capital and operational budgeting, and performance measurement.

ECO 503 Economics for Managers

Economics for Managers examines the global economic and political environments in which firms operate. Economic concepts such as fiscal and monetary policies, exchange rate regimes, and balance of payments are integrated with national political and social forces. Other topics include capital and currency markets, international institutions, and risk reduction alternatives.

FIN 501 Financial Management

This course provides the opportunity to learn financial principles by discussing the functions of financial management. Various tools available to assist financial managers in making decisions are also discussed and applied to case analyses. Specific topics include the analysis of risk and return, valuation of financial assets, capital budgeting applications, capital structure management, and working capital management.

MGT 501 Organizational Behavior

The topics in this course provide the foundation for understanding individual and group behavior and its application to problems faced by managers. Extensive use is made of experiential learning and cases in addressing the topics of personality, leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change in a global context.

MKT 501 Marketing Management

Marketing management develops the student's skill in analyzing marketing opportunities and resolving marketing problems. Case discussion, case reports, experiential exercises, and presentations are used extensively. The course covers the factors affecting consumer and organizational demand, the role of marketing communications/promotion, channels of distribution, market research, pricing, product policies, and other determinants of marketing program structure.

INT 501 Business in the Global Environment

Recent developments in the international marketplace are covered in this course. The study of international business draws from core business disciplines, as well as the insights of anthropology, economics, history, law, political science, and sociology. Differing cultural, economics, financial, legal, political, and social environments will also be examined.

POM 503 Operations Management

Operations management is concerned with the creation of products and services through the transformation of inputs into outputs. This course deals with strategic and tactical operations decisions, including quality management, product strategy, process strategy, location and layout strategies, human resource strategy, supply chain management, forecasting, scheduling, inventory control, and waiting lines.

QBA 501 Quantitative Business Analysis

Students learn to apply statistical and mathematical methods to management, marketing, economics, and finance in an effort to compare, examine, and estimate the outcome of various management options. Topics include statistical estimation, hypothesis testing, regression analysis, sampling, time-series, decision theory, and management models.

ELECTIVE COURSES

ACC 606 Financial Statement Analysis

Financial Statement Analysis provides a comprehensive study of the financial information disclosed by publicly traded companies. The perspective throughout the course is that of the external analyst. The goal is to understand the information contained in the financial statements, including footnotes, to draw conclusions about the reliability of the information, and to evaluate the organization's future prospects. The course begins with a review of financial statements followed by a detailed analysis of selected topics such as consolidations, capital leases, deferred taxes, pensions, and earnings per share. The course relies on spreadsheet models and makes extensive use of actual company annual reports. This course may be counted towards either an ACC or FIN concentration.

ACC 608 Management Control and Business Improvement

Management control is a system for implementing strategy and gaining competitive advantage. The firm strives to control effectiveness and efficiency by making improvements to organizational structure and business processes. This course examines the means for achieving control while exploring improvement alternatives, such as restructuring, re-engineering, downsizing, and outsourcing. It focuses on the methods used by management to guide employee actions, gain their commitment, and monitor outcomes. This course may be counted towards an ACC, MGT, or OM/IT concentration.

ACC 613 Activity-Based Costing

Activity-based costing (ABC) offers an improved way of assigning indirect costs. The course shows how activities are identified and how resources are mapped to activities and then to products and services using activity-based costing software. The course uses activity-based costing data as a foundation for activity-based management (ABM) whose goals is to control cost and initiate process improvement. The course also discusses activity-based budgeting (ABB), where activity-based costing is used for planning purposes. This course may be counted towards either an ACC or OM/IT concentration.

ECM 601 Electronic Commerce

This course focuses on actual Internet commerce strategies and examples of firms using the Internet as a business model. Included are terminology, technologies, case studies, and evaluations of live web sites. Part of the course involves the development of an Internet commerce model and strategy.

ECM 602 Internet Marketing

This course analyzes the major issues of Internet marketing, including mass customization and disintermediation. It provides a well-defined portfolio of Internet marketing strategies that firms can select from in order to compete on the Internet, and provides a set of analytical tools for actually assessing these strategies. This course may be used towards either an ECM or MKT concentration.

ECM 603 Enterprise Resource Planning Systems - Accounting Systems

Enterprise Resource Planning (ERP) systems are comprehensive, integrated software packages that collect information for all aspects of a business. The focus in this course is on the general ledger and other financial applications. Using Oracle Corporation's software, we will learn how to assign responsibilities, establish a set of books, create a chart of accounts, enter transactions, consolidate domestic and international businesses, and prepare reports based on transactions from a hypothetical company. This course may be used towards either an ACC, ECM, or OM/IT concentration.

ECM 604 Enterprise Resource Planning Systems - Supply Chain Systems

Based on today's new technologies, managers are seeking ways of decreasing delivery time from suppliers and speeding finished products to customers while finding opportunities to perform these activities at lower costs. This course will concentrate on how to create value by managing the acquisitions and distribution of materials using ERP software and transactions from hypothetical companies. This course may be used towards either an ECM or OM/IT concentration.

ECM 605 Telecommunications

This course is designed to give managers of E-Commerce operations an understanding of networks and telecommunications infrastructure and architecture. It is not designed to create technicians but rather to make managers familiar with the technological issues of E-Commerce.

ECM 606 Database Decision Making

This course is designed to give participants detailed understanding of the latest database techniques including data mining and database marketing. The course is highly applied in nature and heavily utilizes current database software.

ECM 607 Internet Languages

This course is a hands-on introduction to the most current Internet programming languages. The course is not designed to turn students into programmers but rather to give them sufficient knowledge to understand the language uses and capabilities.

FIN 601 Advanced Financial Management

This course reinforces the financial principles learned in FIN 501 by applying these concepts in a case format. The course also examines special advanced topics in financial management such as lease analysis, the use of warrants and convertible bonds in financing, the use of Monte Carlo simulation in capital budgeting, and the use of derivative securities in a corporate finance setting.

FIN 602 Financial Institutions

Problems unique to financial institutions such as commercial and investment banks, thrift institutions, and casualty and life insurers are analyzed. The course includes a discussion of the regulatory and financial environments in which institutions operate whether regionally, nationally, or globally. Case studies and/or simulation are used to practice principles in the management of financial institutions.

FIN 603 Security Analysis and Portfolio Management

This course is designed to help students understand how security analysts use investment information to value companies. Students learn the fundamental theories and practical applications of financial analysis for both equity and debt, using case assignments, class discussions, and projects. Students also learn the principles of portfolio management for different individuals and institutions and explore contemporary issues facing the investment profession.

FIN 604 Investment Banking

Students are provided with a detailed knowledge of the investment banking process. Topics include the process for issuing and pricing fixed income and equity securities, relevant securities law, and the workings of the capital markets. This course takes the perspective of the corporate officer needing to raise capital and is an applications-oriented course.

FIN 605 Derivative Markets

This course focuses on the study of futures contracts, option contracts, and swap contracts. Attention will be paid to how these contracts are priced and how these instruments can be utilized in managing business and economic risks.

FIN 607 Mergers, Acquisitions, Management Buyouts and Venture Capital

Students gain an understanding of mergers, acquisitions, management buyouts and venture capital. Related issues include business valuation, financing, and deal structuring within an overall framework of strategic-decision making for value creation. Students study the workings of the market for corporate control and learn practical principles and tools of corporate finance.

FIN 609 Portfolio Management: Theory and Applications

This course is designed to give students advanced knowledge of modern techniques and practices of portfolio management. The course builds on the student's earlier courses in security analysis and portfolio management with an opportunity to apply the techniques learned in these earlier courses. In coordination with the instructor, industry practitioners play an important instructional role in detailing and discussing current investment practices. A major focus of the course is the students' decision-making process in directing the real-world investment decisions of the Crummer/SunTrust Portfolio.

INT 601 International Management

This course examines the opportunities and problems that face managers who are working in a global environment, the types of decisions that managers at every level have to make every day, and the issues that arise from the implementation of their decisions. These include, but are not limited to: developing cross-cultural sensitivity, adjusting and implementing strategy, structure and systems, assessing foreign projects, choice of foreign growth strategies, managing one's own and others' careers, and corporate ethics in a global economy. The course is taught in a seminar style with heavy emphasis on the case method. This course may be counted towards either an INT or MGT concentration.

INT 602 International Marketing

This course examines marketing theory and practice in a global environment. Building on the core courses in Marketing and International Business, students examine the types of decisions that marketing managers make when they expand into a foreign market. The course assumes familiarity with general marketing management and utilizes this as a base to develop insights and understanding of international marketing. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace. Special emphasis is placed on the impact of cultural value systems on how business processes are conducted (i.e., what are appropriate behaviors), how business transactions occur, and how to develop global marketing strategies. The course is taught in a seminar style with heavy emphasis on the case method and may include a computer simulation project. This course may be counted towards either an INT or MKT concentration.

INT 603 International Financial Management

A wide variety of international finance topics are covered, including the following: the impact of hyper-inflation and volatile currency exchange rates on financial reporting and financial management, the various means available to manage currency exposure, raising capital in international equity and bond markets, the role of the treasurer and controller in a multinational corporation, capital budgeting for various forms of foreign investment, the function of financial management in international merger and acquisition activities, and strategic financial considerations in building global businesses. This course may be counted towards either an INT or FIN concentration.

INT 604 Global Consulting Project

Student teams are assigned to a specific management project with a domestic or foreign corporation. Consultant teams define the issues, identify the salient facts, and analyze the situation. In a series of classroom meetings, students present an overview of the country in which the project is located, including a cultural profile of that country. Student teams then travel overseas, gathering information through on-site visits and data-based research, after which student teams prepare and present their final report to the company.

INT 605 International Study Trip

Classes travel overseas as a group to gain practical experience in conducting business abroad. Prior to their departure, students research the countries and business to be visited so that they may better understand the working environments of their hosts. Once in country, the students have the opportunity to experience the cultural, social, and business environment in a one-week visit.

MBA 610 Public Policy

Public Policy examines public administration primarily at the state and local levels. Topics include public sector management, budget administration, and tax, expenditure and debt policies. Topics are discussed in the framework of policy formulation, implementation, and evaluation. Field work may be required.

MBA 611 Domestic Consulting Project

Real management opportunities and problems in leading U.S.-based companies are assigned to teams of students working under faculty supervision. Working on-site with company managers, teams define the problem, perform a comprehensive analysis using methods developed in their MBA courses, and present a professional-quality final report to senior management.

MGT 602 Human Resources Management

The essential functions and procedures of personnel management are covered in this course. Topics such as recruitment, selection, hiring procedures, job analysis, supervisory and employee training, work salary administration, discipline, career development, equal employment opportunity, and promotion transfers are covered. Students learn the key techniques, practices, and policies governing successful human resource management.

MGT 604 Entrepreneurship

This course focuses on the issues faced by start-ups and early-stage enterprises. A review of the entrepreneurial mind and spirit is covered first and then generation of ideas and how to screen and evaluate them. The market validation process is also examined. The course covers financing decisions, including debt versus equity, alternative sources of financing and the considerations involved in internal and external sources of funds. After reviewing a business plan model, student teams present their own business plan as their term project.

MGT 605 Enterprise Consulting

Students are organized into three to five-person consulting teams and are assigned to real business organizations for the purpose of analyzing operations. They then make oral and written presentations, which apply the theoretical knowledge of MBA course work to the business firm.

MGT 607 Law for Managers

This course provides a comprehensive background of the economic and legal environment from the perspective of both national and international businesses. Ethical considerations and social and political influences as they affect such organizations are also discussed. The course uses cases for the study of the legal, ethical, and social responsibilities of modern management. Emphasis is given to new and emerging legal and ethical problems engendered by cyberspace and rapidly changing technology.

MGT 608 Competition and Strategy

The focus of this course is on the modern organization's competition-based challenges. The analytic bases for formulating effective competitive strategies are investigated for their applicability. The current business press, case analyses, and projects form the means through which students acquire a sound basis for executive analysis and decision making.

MGT 609 Management of Innovation

This course focuses on creative skills and techniques for application in individual and organizational problem-solving situations and then on managing innovation. Students examine a company's climate for innovation, and create a plan to improve that climate. Finally, the course is designed to increase self-actualization levels for the purpose of strengthening individual contributions to the organization and for coping effectively with organizational complexities.

MGT 610 Leadership

Students learn to understand the leadership process and techniques used to train leaders through a threefold approach: reading the literature that describes experimental research and theory; analyzing cases of corporate leadership, requiring application of the appropriate leadership theory; and participation in experiential exercises that are used by those who engage in the profession of leadership training. Through its format, the course also reinforces the leadership skills of interpersonal interaction, written analysis, and oral presentation. Some of the assigned work is completed as group activities.

MGT 611 Negotiation

Negotiation is the art and science of settling conflicts and resolving problems through mutual agreement. This is a concept and applications course designed to increase students' competence, confidence, and satisfaction in dealing with a broad range of negotiating circumstances and roles. Classes consist of an examination of negotiation strategies and tactics, and participation in practical exercises. The goal of the course is for students to develop a working concept of negotiation theory and acquire and practice useful skills.

MIT 601 Managing Information Technology

As information becomes one of the most important cornerstones of any industry, students must be prepared with the knowledge to survive in a technologically oriented world. This course provides an overview of computer information systems, including hardware, software, procedures, and human resources, and examines the management of these critical functions. Cases, readings, and guest speakers from a variety of fields are a major part of the course, which is intended to prepare students to manage successfully information technology. This course may be counted towards either an OM/IT or ECM concentration.

MKT 601 Marketing Research

This course provides students with an understanding of the different marketing information needs of the organization. Topics include definition of research objectives, data sources, research design, interpretation of data, and evaluation of research proposals and results. The course will focus on applying marketing research concepts to solving real-world problems through written and video cases, applied research exercises, and experiential research development projects.

MKT 602 Buyer Behavior

An understanding of customers' feelings and actions during the purchase decision process contributes significantly to the development of effective marketing strategies. Topics include market analysis and segmentation, stages and influences in the purchase decision process. This course is designed to provide students with the knowledge and skills necessary to conduct informed customer analysis.

MKT 604 Promotion Management

This course concerns the conception and execution of the promotional strategy component of the marketing plan and thus involves strategic thinking about all aspects of marketing communication. These strategic decisions must be made on the basis of a valid understanding of consumer behavior and purchasing practices, which are established by utilizing appropriate marketing research processes. The elements involved in an integrated promotional strategy are: advertising, sales promotion, personal selling, direct marketing, and public relations and publicity. This course includes a variety of application exercises including cases and real-world promotional projects.

MKT 606 Marketing Strategy

This course focuses on strategy formulation by determining what marketing strategy can realistically accomplish, identifying internal and external factors that must be considered in developing longer-term strategies, setting realistic marketing and financial objectives, and organizing for successful implementation of strategies. Students undertake assignments that allow them the opportunity to examine both successful and unsuccessful strategies.

MKT 607 Services Marketing

In an increasingly service-oriented economy, managers must address the issues involved in the marketing of services to customers in both the for-profit and nonprofit sectors. Topics include key differences between goods and services marketing, service as a process or performance, and strategic issues and marketing tools for services marketers. Throughout the course, special emphasis is given to improvement of service quality and productivity in order to gain a competitive advantage.

MKT 608 Business-to-Business Marketing

In recent years, there has been recognition that business-to-business marketing is not driven by traditional consumer business methods but has its own practices and complexities. This course is built around three key concepts: (1) managing new and growth products/services, (2) managing product/service diversity, and (3) managing mature products/services. The course will have a balance of text and case materials, which work together to provide the student with a complete understanding of the unique aspects of marketing in the highly competitive business-to-business arena.

MKT 612 Brand Management

This course is intended for those interested in the cutting edge, innovative, transformational approach to brand development, team effectiveness, and increasing share of market and share of customer, marketing innovation and creativity. A broad based understanding of what it takes to make businesses, products and services attract, inspire, include, motivate and retain participants, including customers, vendors, and influencers, will be offered.

POM 603 Quality Management

In order for a business to maintain a competitive advantage, it must produce quality products or services - a feat which requires superior quality management. The basic principles, concepts, and methods of quality management are discussed, as are the benefits of continuous process improvement. Text materials, current readings, case studies, videos, and guest speakers from industry are used to illustrate course material. Course projects may include statistical process control, quality auditing, productivity analysis, or strategic TQM planning.

POM 605 Computer Models for Operations Management

This course familiarizes students with commercial software used in modeling problems found in managing production and operations. The course emphasizes the use of commercial applications in areas such as project management, relational databases, graphical and statistical analysis of data, and discrete simulation. Students will also be exposed to useful software packages in forecasting and decision analysis.

These integrative capstone courses are required

MGT 502 Introduction to Strategy (Full-time programs)

This course is designed to teach the concepts and applications of strategy, and to examine the relationship of corporate and business strategies to the various functional and process strategies, forming the basis for the functionally related courses which follow. These issues are taught from a domestic and global perspective. The role of innovation in strategy is also examined. Taught largely by the case method, this course requires students to analyze complex situations and apply strategy-related concepts. (1.5 credit hours)

MGT 615 Business Policy (Full-time programs)

The purpose of this course is to integrate the various business specialization areas covered by the core courses, so the student will be prepared for solving complex problems that face the modern organization. (1.5 hours)

MGT 612 Management Policy (Part-time programs)

The purpose of this course is to provide a strategic prospective and to integrate the various business specialization areas covered by the core courses, so the student may be prepared for the complexities of the modern organization and its environments. Taught primarily by the case method, students must deal with complex situations as the top executive decision-maker.



“Each student
receives a
notebook
computer
which is thoroughly integrated into
the MBA curriculum.”

BOARD OF OVERSEERS

The Board of Overseers of the Crummer Graduate School of Business functions like the board of directors of a major corporation. This board of internationally renowned business leaders in top management positions provides advice and support to the Dean and his staff on important policy matters and has played a major role in advancing the School to one of the top graduate business programs in America.

Jean-Marc D. Allard, President and CEO, Hubbard Construction Company
Charles E. Bailes, III, President and CEO, ABC Fine Wine and Spirits
Peter C. Barr, Sr., Chairman /CEO, Fry/Hammond/Barr, Inc.
Edmund T. Baxa, Managing Partner, Foley & Lardner
John M. Bell, Bell Family Enterprises/Arden, Inc.,
Peter L. Chamberlain, MBA, Ph.D. '84 MBA, President/CEO, Investment Trust Company of FL, Inc.
Bruce Douglas, President, Harvard Development Company, LLC
Raymond L. Gellein, Jr., CEO, Starwood Vacation Ownership
Gideon Haymaker, Executive Vice President of Private Client Services, SunTrust Bank
Steven W. High '81 MBA, President, H. J. High Construction Co.
The Honorable Glenda E. Hood, Mayor, City of Orlando
Thomas A. Jones '77 MBA, Senior Vice President Operation Services, Federated Department Stores
J. Darrell Kelley, President and CEO, Enterprise Florida
John S. Lord, Trustee, AI duPont Trust
G. Brock Magruder, Sr. M.D., President, Magruder Eye Institute
Clarence Otis, Jr., Executive Vice President, Chief Financial Officer, Darden Restaurants, Inc.
John D. Race, Sr. '84 MBA, Partner, DePrince, Race & Zollo, Inc.
John N. Rigsby, President, Time Warner Cable
James M. Seneff, Jr., Chairman & Chief Executive Officer, CNL Financial Group, Inc.
Charles P. Steinmetz, Owner, Middleton Pest Control, Inc.
Edmund C. Timberlake, Jr., President - Central Florida, Bank of America

DISTINGUISHED ALUMNI

Alumni of the Crummer Graduate School of Business achieve distinction in many ways. Some create their own entrepreneurial companies. Others have become leaders of Corporate America.

F. Duane Ackerman, Chairman and Chief Executive Officer, BellSouth Corporation
William Bieberbach, Corporate Development, Ron Jon Surf Shop, Inc.
Lloyd DeVaux, CIO/Executive Vice-President, Bank Atlantic
John Dow, President, Dow Petroleum
Kelly Fitzgerald, President, TSI Communications Worldwide
Dr. Armando Fuentes, Director, Maternal Fetal Center
Ronald Gelbman, World chairman-Retired, Johnson & Johnson Health Systems & Diagnostics Group
Steven B. Grune, Publisher, Country Living & Country Gardner Magazines
Robert Randolph Lyon, Jr., President/CEO, Lake Nona Property Holdings, Inc.
Rondra Matthews, President, Publisher and CEO, The Daily Press, Inc.
Angel Mendez, Senior VP of Global Supply Chain Operations, Palm, Inc.
J. Michael Norris, Chairman & CEO, Next Level Communications, Inc.
Tricia Stitzel, Vice President Human Resources, Tupperware Europe, Africa, and Middle East
Doug Terreson, Managing Director Equity Research, Morgan Stanley & Company, Inc.

ADMISSIONS PROCESS

Admission to the Rollins MBA Programs is selective and based upon an evaluation of all application materials submitted by the candidate. Previous academic records, score on the Graduate Management Admission Test (GMAT), prior work experience, and evidence of maturity and motivation are among the factors that are evaluated during the admission process.

Individuals may seek admission to the Professional MBA Program in either September or January. AMBA applicants may seek admission once a year in June, and EAMBA and Executive MBA applicants may seek admission once a year in August. Admission is granted on a rolling basis; therefore, applicants are encouraged to apply early.

The Crummer Graduate School of Business continuously modifies and improves various requirements and offerings of the Rollins MBA program. Please consult the Application Form for specific admissions requirements for each program. The MBA Program Directors will be happy to answer any general or specific questions you might have regarding admissions. Their telephone numbers and email addresses are listed on the inserts in the inside front cover of this catalog.

ACADEMIC POLICIES

CONTINUOUS MATRICULATION

Programs are structured so that each class of students progresses through the program as a group. A student who must drop out of the program for any reason will be allowed to re-enter the program with a class of students who have completed the same course work. The agreed tuition cost is maintained only as long as a student remains with the same entrance class. Students joining a new class after an absence pay the amount being paid by the new class.

GRADUATION REQUIREMENTS

It is the responsibility of each student to make certain that all course requirements for graduation listed in the Program of Study have been met. If there is any doubt, the Program Director should be consulted prior to registration for the last term preceding expected graduation. Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85 in order to graduate.

TRANSFER CREDITS

A student may transfer up to six credit hours of course material to their Crummer School Program of Study. These six hours must be graduate-level courses from a school accredited by the AACSB, and the student must have earned a grade of "B" or better. Approval from the Program Director must be obtained and a course transfer form must be completed. Courses cannot be taken at another school while enrolled at Crummer unless special permission is granted in advance.

PETITION TO GRADUATE

Students must submit to the Program Director's office a petition to graduate at the start of their final term of study.

PETITION PROCEDURE

Students may petition the Committee on Academic Standards to request an exception to an academic regulation by obtaining an official form in the admissions office.

SCHOLASTIC REQUIREMENTS

A student with a grade point average of at least 2.85 is considered in good standing. Any student whose average drops below 2.85 will be placed on probation. If the average drops below 2.5, the student is automatically dismissed.

DEAN'S LIST

Students who complete at least six credits in a given term and who achieve at least a 3.6 grade point average are placed on the Dean's List for that term.

GRADUATING WITH HONORS

Students who complete their MBA program with a cumulative grade point average of 3.85 or higher will receive the distinction of graduating with honors.

BETA GAMMA SIGMA

Students who graduate in the top twenty percent of their class in terms of cumulative grade point average will be inducted into Beta Gamma Sigma, the leading national business honor society.

GRADES

Grades are reported as follows:

- A: Indicates consistently excellent work
- B: Indicates work of the quality normally expected of a graduate student
- C: Indicates work that is below the quality expected in graduate study
- F: Indicates work that is unacceptable in graduate level study
- I: Indicates that the student and instructor have signed a written agreement that outstanding work will be completed and the grade changed to A, B, C or F by the mid-term point of the following term
- W: Withdrawal
- CR, NCR: Credit or No Credit may only be assigned for specifically designated courses.

Grades A, B, and C may be modified by a plus or minus as appropriate.

GRADING SYSTEM

The following quality points are assigned for each letter grade:

A	4.00	B	3.00	C	2.00
A-	3.67	B-	2.67	C-	1.67
B+	3.33	C+	2.33	F	0.00

ADD/DROP AND WITHDRAWALS

A degree candidate is allowed to add a course prior to the first meeting of the class. No courses can be added to a student's schedule once the class has met without the approval of the instructor. A course can be dropped from a student's schedule during the first week of class and will not appear on the student's transcript. After the first week of class, if a student withdraws, the grade of "W" will appear on the student's transcript. Students may withdraw from classes until the midpoint of the term. The refund policy with specific dates for withdrawal is stated each term on the course schedule. Students still enrolled in a course after the midpoint of the term must receive a grade from the professor based on their completion of all course requirements.

MBA STUDENT CODE OF ACADEMIC HONESTY

Students of the Crummer Graduate School of Business subscribe to a code of academic honesty and affirm that they will not participate in plagiarism, cheating, violation of test policies, or complicity in dishonest behavior, nor will they tolerate in their midst students who violate this code. As a reminder of this affirmation, students shall sign a statement indicating that the work presented for classes is their own and that they have neither received nor given any help or information during examinations.

THE CAREER MANAGEMENT CENTER

The dedicated and professional Career Management Team prepares students to successfully be recognized as leaders who add value to their organizations and communities. We firmly believe that career management is a developmental process that must be an integral part of your total educational experience. Our goal is to provide the crucial skills enabling you to have "ownership" of your career planning and job search process.

EARLY ADVANTAGE AND ACCELERATED PROGRAM PARTNERSHIP

Early Advantage and Accelerated MBA students participate in several modules during orientation to develop a highly effective career-search strategy. Our Career Planning Modules take students through self/career assessment, career action planning - execution - follow up, skill building and lifelong career management tools.

PROFESSIONAL AND EXECUTIVE PROGRAM PARTNERSHIP

Professional and Executive MBA students seeking jobs, who are within 12 months of graduating, are supporting themselves through the program or have permission from their current employers to conduct a job search, are eligible for Career Management Services, excluding the MBA Consortium Events.

MENTOR PROGRAM

One of our many unique features is our extensive involvement in the corporate community. Through the Mentor Program, students partner with business executives in a wide variety of fields and industries to gain important real-world exposure to today's business practices and management styles. In the Fall students may interview to participate in the mentor program where they will be matched with someone who has worked or is currently working in the industry that they plan to pursue.

The training and development that the Crummer Career Management Team offers students not only prepares them to contribute immediately to their organization, but also provides them with the tools and skills necessary to successfully manage their careers well beyond graduation.

CAREER MANAGEMENT TEAM:

Anne M. Roberts
Director

Edward Kowalewski
Assistant Director

Erin G. Pianko
Recruiting Coordinator

HIGHLIGHTS OF OUR COMPREHENSIVE SERVICES

Individual Advisement

- Individual student appointments
- Resume and job-search correspondence critiques
- Videotaped mock interview sessions
- Recruiter feedback/evaluations

Workshops

- Resume and Cover Letter Development
- Networking
- Interview Skills
- Etiquette
- Salary Negotiation
- Internship/Full Time Search Skills
- International Student Advisement
- Consortium/Job Fair Preparation

Career Management Resources

- Calendar of upcoming events
- CrummerTRAK (on-line resume database)
- Internet resources
- Corporate contacts
- Alumni database
- Career Library

Community Outreach

- Mentor Program
- Alumni Networking Events
- A Conversation With... (lecture series)
- Dean's Executive Lecture Series

Recruiting

- On-campus recruiting
- MBA Consortium Events – Atlanta, New York, Washington, D.C. and Silicon Valley
- Florida MBA and Graduate Business Consortium
- International recruiting events
- NBMBA and NSHMBA

Alumni Relations

- Alumni Workshops
- On-line resume posting



A MESSAGE TO RECRUITERS...

JOB AND INTERNSHIP POSTING

The Career Management Center offers you the opportunity to advertise full-time positions, internships, and projects to a highly qualified, targeted group of MBA students and alumni. To post a job simply complete the online Job/Internship Posting Form or contact us directly. Once your position(s) has been reviewed/approved it will be posted on CrummerTRAK, our web-based system, where students will have 24-hour access to submit their resume for your opportunity. We also provide a Resume Referral service, where we will prescreen resumes prior to forwarding them to you based on the criteria you specify in the Job/Internship Posting Form. You will then have the opportunity to contact the candidates directly or allow us to assist you in arranging interviews.

RESUME BOOK/CD

The MBA Resume Book/CD is an efficient way for you to match a candidate's background and experience with your hiring needs. Our complimentary Full-time 2nd Year MBA Resume Book/CD and Full-time 1st Year MBA Summer Internship Resume Book/CD are available to you upon request. You may contact candidates directly upon selection or the Career Management Team would enjoy assisting you in scheduling interviews.

ON-CAMPUS INTERVIEWING

On-campus interviews are an ideal way to identify qualified candidates. Once you've selected a date, our office will publish your position, collect resumes, and forward them to you prior to your campus visit. After selecting the candidates that meet your qualifications, we will arrange your interview schedule, making your visit as productive and convenient as possible.

CORPORATE INFORMATION SESSION/RECEPTION

These one-hour sessions are an ideal way to give students valuable information about your organization and the type of employee you seek. Company Information Sessions are usually scheduled in the late afternoon or early evening one to two weeks prior to your campus visit to maximize your recruiting efforts. We are glad to assist you with scheduling a presentation/reception and promoting it to the students.

INTERNSHIPS

MBA students may contribute significantly to your company through our professional summer internship program. Candidates are typically available from early May to mid September enabling you to adequately evaluate technical ability, written communication and presentation skills, and individual fit. At the end of the internship program, you will have the opportunity to hire a future full-time employee who is already committed to your organization.

MBA CONSORTIUM AND FLORIDA MBA AND GRADUATE BUSINESS CONSORTIUM

Crummer is proud to be a charter member of the MBA Consortium, which conducts annual recruiting events in Atlanta, New York City, Silicon Valley and Washington D. C., to showcase the top students from leading MBA schools.

In 2000, we also became a founding member of the Florida MBA and Graduate Business Consortium, a partnership of Florida MBA and Graduate Business programs, which provides an excellent recruiting opportunity for full-time and internship positions.

Companies that have recruited Crummer Students

<i>American Express</i>	<i>Coca-Cola</i>
<i>AmSouth</i>	<i>Compaq</i>
<i>AT&T</i>	<i>Darden</i>
<i>Bank of America</i>	<i>Dell</i>
<i>BellSouth</i>	<i>Dreifus</i>
<i>Booz-Allen & Hamilton</i>	<i>Disney</i>
<i>Burke</i>	<i>Federal Express</i>
<i>Chick-Fil-A</i>	<i>Ford</i>
<i>CIA</i>	<i>FritoLay</i>
<i>Citibank</i>	<i>GE Capital</i>
<i>CNL</i>	
<i>General Mills</i>	<i>Middleton</i>
<i>IBM</i>	<i>Motorola</i>
<i>Intel</i>	<i>Office Depot</i>
<i>Intersil</i>	<i>Radiant</i>
<i>Janssen Pharmaceutica</i>	<i>Raymond James</i>
<i>Jennings Ryan & Kolb</i>	<i>Siemens</i>
<i>Johnson & Johnson</i>	<i>SunTrust</i>
<i>L'Oreal</i>	<i>Time Warner</i>
<i>Lockheed Martin</i>	<i>Tupperware</i>
<i>Lucent</i>	<i>Universal Studios</i>
<i>Marriott</i>	<i>Whirlpool</i>
<i>MCI</i>	

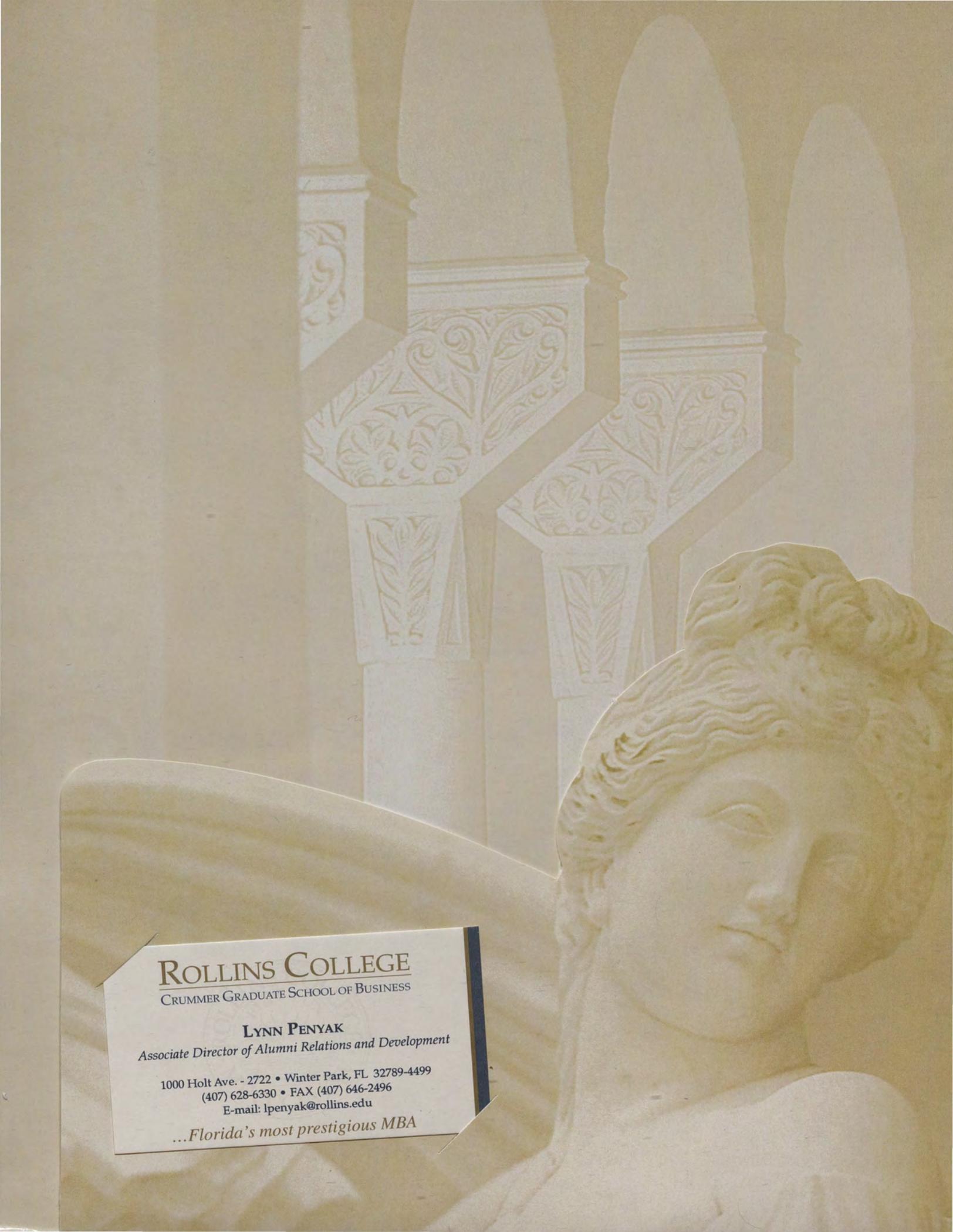
Current statistical information may be found at:

www.crummer.rollins.edu/career_management/stats/

We are committed to developing new and strengthening existing corporate relationships to provide a mutually beneficial experience for our students and corporate partners. Please contact Erin G. Pianko, epianko@rollins.edu or 407-646-2335 to discuss how we may be of assistance with your recruiting needs.



The Crummer School faculty have written over 90 textbooks that are used by business schools throughout the world.



ROLLINS COLLEGE
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