

August 1987

Crummer Graduate School of Business Catalog 1987-1988

Rollins College

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ROY E. CRUMMER
Graduate School of Business

**General Information and
Course Descriptions
1987-88**

Rollins College . Winter Park, Florida 32789-4499

THE SCHOOL

Rollins College has served the Central Florida area since 1885 and has offered the MBA degree since 1957. The Roy E. Crummer Graduate School of Business was established in 1965, and achieved the status of a graduate school with a separate faculty in 1980.

The objective of the Crummer School is to provide qualified students with the opportunity to acquire the tools and techniques (including quantitative and qualitative skills, theories, and principles) to make sound managerial decisions regardless of their undergraduate major. The application of these tools and techniques is developed through an understanding of current management practices and an exposure to management decisions in both real and simulated environments. The school also places a strong emphasis on both written and oral communication abilities and computer literacy, which are essential skills for the successful MBA graduate.

Because of its exclusive focus on graduate education, the Crummer School is relatively small, allowing for a personal approach to teaching and learning. Classes are kept small, with a maximum limit of thirty and an average class size of twenty-two students. There are no teaching assistants at the Crummer School; professors meet and conduct their classes personally.

PROGRAMS

The Full-Time MBA Program is for students who wish to complete their MBA degree in two years while attending classes on a

full-time basis. These students start their program with a week of comprehensive exposure to fundamental and analytical business skills and techniques, which prepares them for their first year of academic study. This week, called MBA 501, in conjunction with MBA 502 and MBA 503, provides full-time students with the same exposure as the intensive courses which are required for part-time students. During the first year in attendance the students enter a prescribed program to complete the core course requirements. All core classes are offered during the day. During the second year the student is allowed to select six elective courses while taking the required integrating courses in Management Policy and Management Simulation. Elective classes are offered both day and evening.

Full-time students who have paid both their deposit and reservation fees are allowed to attend the non-credit introductory computer classes which are conducted during the last three weeks of August. The purpose of offering these introductory computer classes is to give students some basic exposure to different software packages they must use during their first term of attendance. If a student has had very little exposure to computers, these non-credit computer courses are highly recommended. Once students arrive on campus they are given an identification number that allows them access to both the personal computers and the main frame computer housed in the Crummer Computer Center.

The Part-Time MBA Program is for individuals who would like to earn the MBA degree while employed on a full-time basis. The part-time students take eight one-week inten-

sive courses throughout their first two years of attendance. These intensive courses are used to teach the needed "tools" of management. For those students who have recently had undergraduate courses in mathematics, economics, and management, four of these courses can be exempted. Sixteen semester courses are required for the degree which can be completed in three and one-half years. Classes are held from 6:30 to 9:10 on weekday evenings.

The Executive MBA Program is for the working professional who has at least seven years of management experience. The program takes 18 months to complete and requires participants to spend one week in residence each summer. Classes are held one day per week, alternating between Fridays and Saturdays. Candidates for this program must be sponsored by their employers.

The Management Program is a non-credit program that leads to the award of a Certificate. It is a one-year program that meets one evening per week for 42 weeks. The program exposes the practicing manager to the up-to-date theories and techniques of modern, scientific management. No previous college work is necessary for admission to this program, but participants must be sponsored by their companies.

ACCREDITATION

The Crummer School is accredited by the American Assembly of Collegiate Schools of Business. While there are 216 business schools accredited at the MBA level by the AACSB, the Crummer School is one of only 16 schools to be accredited at only the

graduate level. This distinction means that the Crummer faculty are not diverted by the need to prepare work for several different curricula, but devote all their efforts to integration of the MBA course work. The Crummer School is thus able to offer an education specifically designed to give both future and experienced managers the knowledge and skills needed to assume broad corporate responsibility.

FACILITIES

The Crummer School of Business is housed in Crummer Hall, located on the campus of Rollins College. This facility features modern seminar and conference rooms, a 200 seat auditorium, an MBA student lounge and our own computer center. The Crummer Computer Center provides students with both IBM and AT&T personal computers as well as terminals that are connected to the College VAX 11/750 computer. The computer center offers an array of software packages including word processing, spread sheet, financial modeling, data base management and special video graphics packages. An electronic mail package allows students and faculty to communicate easily and quickly. Taking into consideration the number of students, faculty, and administrators of the Crummer School, there is a ratio of computer users to computers of less than six to one. According to a recent survey of business schools, this ratio ranks the Crummer School as one of the most extensive users of computers.

In addition to the modern Crummer Computer Center, each of the Crummer School

executive classrooms is equipped with a ceiling-mounted color video projection system that is linked to both the VAX system and to a personal computer. There is also a portable video projector available for use at other locations. These projectors allow the faculty to display data on large screens in each classroom and to take advantage of sophisticated computer graphics.

In addition to the Crummer business collection available in the newly constructed 4.7 million dollar Olin Library, an agreement with the University of Central Florida provides for the use of library facilities by each institution's students, faculty and staff.

Recreational facilities include a lakeside swimming pool, tennis courts, soccer field, and field house. Water sports such as sailing and water skiing on Lake Virginia, and crew races on Lake Maitland are also available to MBA students. Golf is provided at a reduced charge through the college membership at the Big Cypress Country Club's championship course. The MBA Student Association traditionally enters teams in intramural football, basketball, soccer, tennis, volleyball and softball.

ADMISSION

Admission to the MBA program at the Crummer School is selective and based upon an evaluation of all application materials submitted by the prospective student. Previous academic records, test scores, prior work experience, recommendations, and evidence of maturity and motivation are among the factors that are evaluated during the admission process. All applicants are

required to submit an official result on the Graduate Management Admission Test (GMAT), that is sent directly from the Educational Testing Service. Foreign applicants are also required to submit official Test of English as a Foreign Language (TOEFL) scores. Applicants should also arrange to have two letters of recommendation sent directly to the Crummer School. Applicants should request recommendations from faculty members and/or professional persons familiar with their academic performance and work experience.

A \$25 application fee must be submitted with application. Official transcripts are required from each college attended, including junior and community colleges. Transcripts must be sent directly from the schools attended and should not be included in the same envelope containing application.

Full-time students may only seek admission to the Crummer School during the Fall term. Students should have all their documents sent to the school by April 1 for preferential consideration. Late applications are considered on a space available basis.

Part-time students may seek admission to the Crummer School in either the Fall or Spring term. Students should have their documents sent to the school by June 1 for Fall entrance or December 1 for Spring entrance. Late applications are considered on a space available basis.

Academic Program

TUITION

Tuition for full-time students includes placement office services and the use of all campus facilities.

Proposed Tuition for 1987-88
(Subject to approval by the Board of Trustees)

1-8 credits	\$240 per credit
9-15 credits	\$4,280 per term

PAYMENT SCHEDULE

Part-time Students - Upon acceptance a non-refundable \$100 deposit must be made to insure a position in the MBA program. The balance of tuition and fees remaining after payment of the reservation fee will be due and payable at registration. The \$100 deposit may not be applied toward tuition for the Intensive Courses.

Full-time Students - Upon acceptance a non-refundable \$100 deposit must be made to insure a position in the MBA program. A \$500 reservation fee is due on August 1. The balance of the tuition remaining after the deposit and reservation fee will be due and payable at registration.

The only other fees required at the graduate school are a parking fee, a graduation fee and health insurance if it is requested by a full-time student. All computer seminars or other special programs that are offered for graduate students are done at no charge.

PROGRAM OF STUDY

The Full-Time MBA program is a 51 credit-hour program including 1 credit that is earned upon successful completion of MBA 501 and 1 credit each for completion of MBA 502 and MBA 503. All full-time students must attend and complete MBA 501 before taking any semester courses. Full-time students are required to take MBA 502 and MBA 503 in their first two semesters of attendance in the MBA program at the Crummer School. These courses cover a variety of management and career oriented topics and are considered essential for all first year Full-time students.

The Part-Time MBA program is a 56 credit-hour program including 8 credits of intensive prerequisite courses which are graded on a credit or no-credit basis. For those students who have done undergraduate work in business, four of the eight intensive courses may be waived.

The following semester courses are required to complete the degree:

REQUIRED CORE COURSES

ACC 501- Financial Accounting
ACC 502- Managerial Accounting
ECO 503- Economics for Managers
(Full-Time Students)
ECO 601- Managerial Economics
(Part-Time Students)
FIN 502- Financial Management
MGT 501- Organizational Behavior
MKT 501- Marketing Management
POM 502- Quantitative Methods
POM 503- Operations Management

REQUIRED ELECTIVES

Students are required to take six 3-credit elective courses, with a maximum of three courses being allowed in any one academic area.

REQUIRED INTEGRATING COURSES

MBA 601-Management Policy
MBA 602-Management Simulation

SUGGESTED SEQUENCE

		FULL-TIME		PART-TIME
YEAR 1:	Pre-fall	MBA 501		INT 504-Mgmt INT 505-Case
	Fall	MBA 502 ACC 501 MGT 501 ECO 503 POM 502		ACC 501 MGT 501
	Pre-Spring			INT 502-Micro INT 508-Computer
	Spring	MBA 503 ACC 502 MKT 501 FIN 502 POM 503		ACC 502 MKT 501
YEAR 2:	Pre-Fall:			INT 506-Legal INT 507-Math
	Fall	MBA 602 3 Elective Courses		FIN 502 POM 502
	Pre-Spring			INT 503-Macro INT 509-Ethical
	Spring	MBA 601 3 Elective Courses		ECO 601 POM 503
YEAR 3:	Fall, Spring			2 Elective Courses
YEAR 4:	Fall			MBA 602 1 Elective Course
	Spring			MBA 601 1 Elective Course

Course Descriptions

INTENSIVE COURSES For Part-Time Students

In order to teach all courses at the graduate level, some basic concepts are needed to learn how to use the "tools" of management properly. The intensive courses have been designed to review those areas. For students who have recently had undergraduate courses in economics, calculus, and management, these intensive courses are probably not necessary. If it has been some time since the courses were taken, the intensive courses may be desirable for review purposes. For those who have never had the equivalent undergraduate course work, the intensive courses are absolutely essential.

INT 502 Concepts of Microeconomics

This course introduces the subjects of price theory, supply and demand, and resource allocation.

INT 503 Concepts of Macroeconomics

The factors influencing economic growth and national income are reviewed with particular exposure to the relationships that exist between price and interest levels, saving, investment, consumption, and credit.

INT 504 Concepts of Management

In this course the functions of planning, organizing, staffing, leading and controlling an organization are reviewed. Operations and information management, organization theory and management science are discussed.

INT 505 Case Analysis and Presentation

This course reviews the procedures and techniques useful in analyzing unstructured problems and introduces the subject of oral and written presentations.

INT 506 Environment of Business

The legal obligations for management are discussed and evaluated.

INT 507 Concepts of Mathematics

This course serves as a review of college algebra and an introduction to calculus.

INT 508 Concepts of Computers

The Rollins College central computer is introduced using "hands-on" experiences with a financial modeling language and business applications. Personal computers and various business software are also demonstrated.

INT 509 Ethical and Social Issues of Business

An examination of modern social issues facing business management with particular emphasis upon the interaction of business and government and upon the formulation of corporate social policy.

CORE COURSES

The following eight courses are the core of the MBA Program. They are required of all students. They may not be exempted, but in some cases they may be substituted if approved by the Office of the Dean.

ACC 501 Financial Accounting

Introduction to corporate financial reporting for external users of financial statements. Examination of the form and content of financial statements and the methods used to account for assets, liabilities, capital, fund flows, and other information reported in them in conformity with accounting principles.

ACC 502 Managerial Accounting

A course in internal reporting for managerial decision making. Management planning and control techniques, basic cost analysis, capital budgeting, and quantitative applications are covered. Prerequisite: ACC 501 and INT 508 or equivalent courses.

**ECO 503 Economics for Managers
(Full-Time Students)**

The application of economic reasoning and analysis to issues faced by the practicing manager. The course covers both macroeconomics which deals with the operation of the entire system and microeconomics which focuses on the decisions made within an individual firm.

**ECO 601 Managerial Economics
(Part-Time Students)**

The application of economic theory and methodology to business administration practice. It provides the link between traditional economics and decision science in managerial decision making. Prerequisite: INT 502, INT 507 or equivalent.

FIN 502 Financial Management

This case-oriented course provides opportunities to learn financial principles through application to managerial situations. Various aspects of risk versus expected return are used in consideration of financial decisions. Topics include working capital management, capital budgeting, capital structure, and management of funds flow. Prerequisite: ACC 501, INT 502, INT 508 or equivalent courses.

MGT 501 Organizational Behavior

This course provides the foundations 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 leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change. Prerequisite: INT 504 and INT 505 or equivalent courses.

MKT 501 Marketing Management

This course is designed to develop the student's skill in analyzing and resolving marketing problems from the manager's perspective. Uses the case discussion

method, case reports, and presentation. The course covers the factors affecting consumer and industrial demand, the role of advertising, channels of distribution, market research, pricing, product policy, and other elements determining the character and structure of marketing programs. Prerequisite: INT 505, or equivalent.

POM 502 Quantitative Methods

Statistical and mathematical methods relating to management, marketing, economics, and finance. Topics include probability distributions, statistical estimation, hypothesis testing, regression analysis, sampling, time-series and decision theory. Prerequisite: One year of college algebra and INT 507 and INT 508 or equivalent courses.

POM 503 Operations Management

Planning and control for manufacturing and service operations. Topics include operations analysis, quality management, inventory, waiting lines, linear programming, simulation and project planning. Case studies are used for applications. Prerequisite: POM 502.

ELECTIVE COURSES

ACC 607 Corporate Taxation

A study of the tax consequences of business transactions. Topics include: dealing with the IRS, business property acquisition and sale, types of compensation, corporate activity and reorganization, executive tax planning, and tax shelters. Prerequisite: ACC 501, ACC 502, FIN 502.

ACC 608 Management Control Systems

Management control is the process by which management assures that the organization carries out its strategies effectively and efficiently. This course examines management control from an integrative perspective and draws heavily from managerial accounting, organizational theory and behavior, and financial management. Emphasis is on class discussion of readings and analysis of cases. Prerequisites: All core courses.

ACC 609 Contemporary Financial Accounting

This course examines financial accounting and reporting through the use of oral

and written presentation of assigned cases. The major topics include: asset valuation, revenue and liability recognition, financial statement analysis, and reporting issues. The purpose is to prepare the non-accounting manager to understand and use financial accounting information in decision making. This course is not designed for students with an extensive undergraduate accounting background. Prerequisite: ACC 501, ACC 502.

FIN 601 Advanced Financial Management

This case-oriented course examines special advanced topics in financial theory and analysis. Methodology involves computer simulation and prepackaged computer programs. Topics include linear programming, regression analysis, and portfolio analysis applied to financial problems. Prerequisite: FIN 502.

FIN 602 Financial Institutions

This course analyzes problems unique to financial institutions such as commercial banks, savings and loan associations, and

casualty and life insurance companies. Case studies are utilized to consider topics of raising capital, meeting regulatory requirements, formulating investment policies, and managing operations, and to consider problems unique to savings and investing institutions and financial intermediaries. Prerequisite: FIN 502.

FIN 603 Investments

This course provides the student a method of analyzing the broad spectrum of investments. Portfolio theory is used to examine risk/return of various investments. Attention also is directed to formulation of investment strategies, tax effects, and estate planning. Prerequisite: FIN 502.

FIN 604 Public Finance

This course examines fiscal administration in the public sector; primary emphasis is placed on state and local financial structures; revenue sources, budget administration, and debt policies are examined; field work is required. Prerequisite: FIN 502.

FIN 605 Future Markets

This course exposes the student to futures markets and their potential applications in attaining various business objectives. Case studies demonstrate how enterprises involved in the food, fiber, feed, metal, forest products, and financial sectors of the economy could use futures contract buying or selling to advantage. Prerequisite: FIN 502.

FIN 606 Financial Statement Analysis

This course enables advanced students to acquire a theoretical/empirical foundation linking market reaction to the disclosure of accounting information. The properties of accounting numbers, investor's decision models, and the environment in which these decisions are made will be examined. Prerequisites: ACC 502, FIN 502, POM 502.

MGT 601 Labor Relations

Contemporary problems in collective bargaining, including current federal and state laws governing the bargaining process. Recent court decisions covering labor negotiations; arbitration, mediation and conciliation; grievance handling; union organization; and management techniques in negotiating the contract.

Collective bargaining in the public sector. Case studies in arbitration and grievance handling. Prerequisite: MGT 501.

MGT 602 Personnel Administration

Functions and procedures of personnel management including recruitment, selection, hiring procedures, job analysis, supervisory and employee training, work standards performance ratings, wage and salary administration, discipline, career development, and promotion transfers. Prerequisite: MGT 501.

MGT 604 Venture Management

Problems and techniques in managing a small business enterprise. Emphasis on the entrepreneur and decisions under conditions of uncertainty. Initiation and operation of small enterprise. Prerequisite: All core courses.

MGT 606 International Management

Discusses the issues and problems facing managers when firms do business with and within foreign countries. Topics include entry into foreign markets, operating problems and alternatives, and

governmental relations of multinational companies. Prerequisite: MGT 501, MKT 501, FIN 502.

MGT 607 Law For Managers

This course deals with the major federal and state regulatory agencies as they affect the business enterprise. Topics include securities regulations, equal employment, consumer protection, anti-trust, labor relations, pollution, and OSHA.

MGT 609 Creativity and Self-Actualization

The purpose of this course is to increase the individual's level of creativity to improve creative skills for application in individual and organizational problem solving situations. The course is also designed to increase the individual's self-actualization levels for the purposes of strengthening individual contributions to the organization and for effectively coping with organizational complexities. Prerequisite: All core courses.

MGT 610 Strategic Planning

This course introduces the student to the methods and processes of strategic planning, for large and small, profit and not-for-profit, single-business and multidivisional, and multinational organizations.

Emphasis is placed on the analytic processes by which strategies are formulated, evaluated, reformulated, and implemented. Cases and a group project in a local organization are used during this course. Prerequisites: All core courses.

MKT 601 Marketing Research

Conception, planning, and performance of marketing research projects in order to provide an objective basis for marketing strategies. Topics include: definition of research objectives, data sources, research design, interpretations of data, and evaluation of research proposals and results. Prerequisite: MKT 501, POM 502.

MKT 602 Consumer Behavior

This course entails a review and evaluation of major theories of consumer behavior. Topics include: market segmentation, consumer decision processes, group and individual influences on consumer behavior, and application to marketing management. Prerequisite: MKT 501.

MKT 603 Sales Management

This course is intended to aid the student in developing analytical abilities and to provide an overview of the various decision areas facing a sales manager. Prerequisite: MKT 501.

MKT 604 Advertising

Designed to provide the skills necessary for management of the advertising function. Consumer motivation, agency-advertiser relationships, media evaluation, budgeting, and advertising measurement are among the topics covered. Special emphasis is placed on the necessarily close relationship between advertising and all other aspects of marketing activity. Prerequisite: MKT 501.

MKT 605 International Marketing

This course assumes familiarity with general marketing management and utilizes this as a base to develop insights and understanding of international marketing which occur in a unique environ-

ment. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace. Prerequisite: MKT 501.

POM 601 Forecasting

The fundamental problems of forecasting required in management processes. Includes trend analysis, the use of quantitative and qualitative guides, indices, and sources of data. Prerequisite: ECO 503, POM 503.

POM 602 Service Operations Management

The study of service-oriented businesses and the unique operational problems they pose for management. Case studies focus on the service delivery systems used in retailing, transportation, insurance, lodging, entertainment and medical fields.

INTEGRATING COURSES

The two integrating courses are required of all degree candidates and should normally be taken during the final two terms.

MBA 601 Management Policy

The management policy course serves to integrate the disciplines of the various areas covered by the core courses.

Taught largely by the case method, it requires students to deal with complex situations as seen through the eyes of the top executive. Prerequisite: All core courses.

MBA 602 Management Simulation

Through the use of a complex computer game, the operations of a competitive industry are simulated over a multi-year period. Student teams represent different companies within an industry and must make personnel, financial, production, and marketing decisions. Prerequisite: All core courses.

INDEPENDENT STUDY COURSES

The following courses are available to those students who would like to pursue advanced topics in certain areas, or who would like to implement the academic theory that they have learned. Enrollment in these courses will be counted as elective credit.

MBA 604 Management Project

This project requires an in-depth examination of a specific real management problem which requires knowledge of the academic disciplines covered in the core area. Part-time students may deal with a management problem within their places of employment. Full-time students may use it to explore an area in which they would like to develop expertise. Prerequisite: All core courses.

MBA 605 Thesis

The thesis may be done for either 3 or 6 credits, depending on the extent of the study. The extensive paper must include library or experimental research on a topic approved by the Office of the Dean. It should be an extension of a student's field of interest, allowing for an extensive inquiry into the subject chosen. Topics must be approved through formal outlines in the term preceding registration. Prerequisite: Completion of the area of specialization. (By arrangement).

Academic Policies

Continuous Matriculation

Degree requirements existing at the time of initial admission will remain in force only if the student maintains continuous matriculation. A student who does not register for courses during a given academic year may keep his/her Program of Study active by paying a \$25.00 fee for maintenance of matriculation. This fee may be paid to the Registrar at any time during the academic year, until the last day of class.

Transfer Policy

A maximum of 6 credits taken from an accredited graduate program may be transferred into the MBA program through a petition to the Office of the Dean. Transfer credits will be accepted only if grades of "B" or better are received and the course content is judged to be comparable. Work cannot be taken at another school while enrolled at Crummer unless granted special permission in advance by the Dean.

Academic Concentration

The Master of Business Administration is a general management degree which provides managers with the knowledge and skills needed to deal with the complex and varied problems facing an organization today. It is not intended to produce either technicians or specialists. Therefore, students may use their electives to select those courses in which

they have an interest, as long as no more than three are taken in a single academic discipline.

Time Limit

Degree candidates are permitted 6 years within which to complete the degree requirements listed on the Program of Study provided that they maintain continuous matriculation. Failure to complete the degree in the time period will require a new Program of Study designating the requirements for the degree which exist at that time.

Graduation Requirements

It is the responsibility of each student to make certain that all the course requirements for graduation listed on their Program of Study have been met. If there is any doubt, an advisor should be consulted prior to registration for the last semester preceeding expected graduation.

Petition to Graduate

Students must submit to the Dean's Office a petition to graduate at the start of their final semester of study. There is a graduation fee of \$25.

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 Office of the Dean.

Scholastic Requirements

Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85. 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 the MBA program with a cumulative grade point average that ranks them within the top ten percent of the entire year's graduating class will receive the distinction of graduating with honors.

Awards

Three academic awards are presented at the Spring commencement exercises:

The Wall Street Journal Student Achievement Award

The John C. Myers Award for Scholarship and Leadership

The Corporate Council Award for Distinguished Scholastic Achievement.

General Information

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 normally expected in graduate study
- F— indicates work that is unacceptable in graduate level of study.
- I— Incomplete: indicates that the student and instructor have agreed 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
- X— Nonattendance
- N— Audit
- CR, NCR — credit or no-credit may only be assigned for specifically designated courses

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

Crummer MBA Association

All full- and part-time MBA students are eligible to join the MBAA. The organization came into existence in 1979 to provide students an opportunity to further their academic, professional and social interests.

The Crummer MBA Association provides channels for students to affect academic policies and curriculum. In addition, the MBAA works in conjunction with the Rollins Placement Office to provide specific placement assistance for MBA students. Guest speakers from industry and business address the members and provide insight into the actual workings of regional commerce. The organization provides a Housing Referral Service for new students and organizes social activities for MBA students.

Health Service

Health insurance and the use of the DuBois Student Health Center are available to full-time students for a fee of \$84 for the academic year. Students should make arrangements to complete the medical form before registration.

Placement

The Crummer School augments the Rollins College Career Planning and Placement Center with career guidance and placement services to meet the special needs of MBA degree candidates and graduates. The Crummer Placement program has a twofold purpose: one, to assist Crummer students with career planning and skill preparedness and secondly, to assist with the placement of Crummer MBA students.

To assist students with career planning, the Crummer Placement program sponsors a series of workshops to help students learn about career opportunities, select a career to match their specific skills and personal goals, and prepare for the job search process. The workshops cover a variety of topics including: Investigating Career Options Within the Business Community, Self-Assessment As It Relates to Career Choice, Resume Writing, Steps to Insure a Successful Interview, and Interviewing "Do's and Don'ts."

The Crummer School emphasizes personal placement assistance for its students. Each graduating student meets with the Dean for Corporate Affairs for the purpose of formulating a personalized job search plan. Students are also counseled before scheduling interviews with on-campus corporate recruiters to help them clarify their skills and knowledge of the career progressions with the participating companies. Crummer staff also work with the Alumni Office to set up interviews and placement programs in the major cities throughout the United States.

Financial Aid

Need-Based Aid

Student loans are available to all students who have financial need. Students applying for need-based aid must submit a Guaranteed Student Loan application to the Office of Financial Aid, Rollins College, Winter Park, Florida 32789-4499. The application must be received by August 1 for aid starting in the Fall term, and by December 1 for aid starting in the Spring term.

Merit-Based Aid

Merit-Based financial aid in the form of scholarships and assistantships will be available for approximately one third of the entering full-time students in 1987-1988. The scholarships which are available have a value ranging from \$5,000 to \$9,000, over the two-year period which is used to help defray the cost of tuition. The current list of scholarships include the following:

- Corporate Council Scholarships
- Red Lobster Inns of America Scholarships
- Philip Crosby Associates Scholarships
- Harcourt Brace Jovanovich, Inc. Scholarships
- Hubbard Construction Scholarships

The Crummer School also has GRADUATE ASSISTANTSHIPS, which are awarded to students selected to assist the Crummer faculty in research each year. Each assistantship allows credit toward tuition and gives a monthly cash stipend for forty hours of required monthly work. The annual stipend is \$4,200.

The school also has available the Betty Sherman Fellowship. This fellowship is a \$1,000 grant which is given to an outstanding second-year student to help defray the cost of tuition.

1987-1988 Academic Calendar

SCHEDULE OF INTENSIVE COURSES

FALL 1987

August 24-28

Concepts of Computers (E)
Concepts of Mathematics (E)
Case Analysis & Presentation (E)

August 31-September 4

MBA 501
Concepts of Management (E)
Legal Environment of Business (E)
Concepts of Computer (E)

SPRING 1988

January 18-22

Case Analysis & Presentation (E)
Concepts of Macroeconomics (E)
Concepts of Computers (E)

January 25-29

Concepts of Microeconomics (E)
Ethical & Social Issues of Business (E)
Concepts of Computers (E)

SUMMER 1987

May 21 Registration
May 27 Summer Classes Start
July 13-14 Final Exams

FALL 1987

August 18 Orientation and Registration for New Part-time Students
August 24-28 Intensive Term A
August 31-Sept. 4 Intensive Term B
August 30-Sept. 5 Orientation Week for New Full-time Students
September 9 Fall Term Begins
October 27 Mid-Term Point
November 25-26 Thanksgiving
December 14-17 Final Exams Week

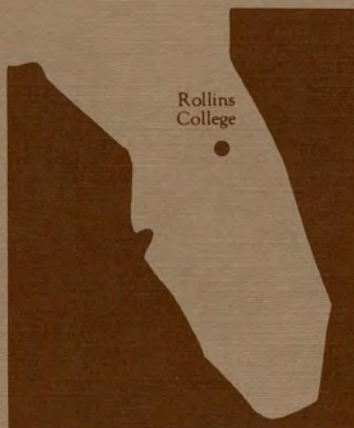
SPRING 1988

January 11 Orientation and Registration for New Part-time Students
January 18-22 Intensive Term C
January 25-29 Intensive Term D
February 1 Spring Classes Begin
March 17 Mid-term Point
March 28-31 Spring Break: No Classes
May 9-13 Final Exams Week

(E) Denotes evening classes meeting from 6:00-9:00 p.m.



Roy E. Crummer
Graduate School of Business



BOARD OF OVERSEERS

Mardian J. Blair

President, Adventist Health Systems/
Sun Belt Health Care Corporation

Howard Bowie

General Manager-Orlando Region
Sears, Roebuck and Co.

Jack Critchfield

Vice President
Florida Power Corporation

Philip Crosby

Chairman of the Board and CEO
Philip Crosby Associates, Incorporated

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Office of Admissions / Crummer Graduate School of Business / Rollins College / Winter Park, Florida 32789-4499 / (305) 646-2405
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