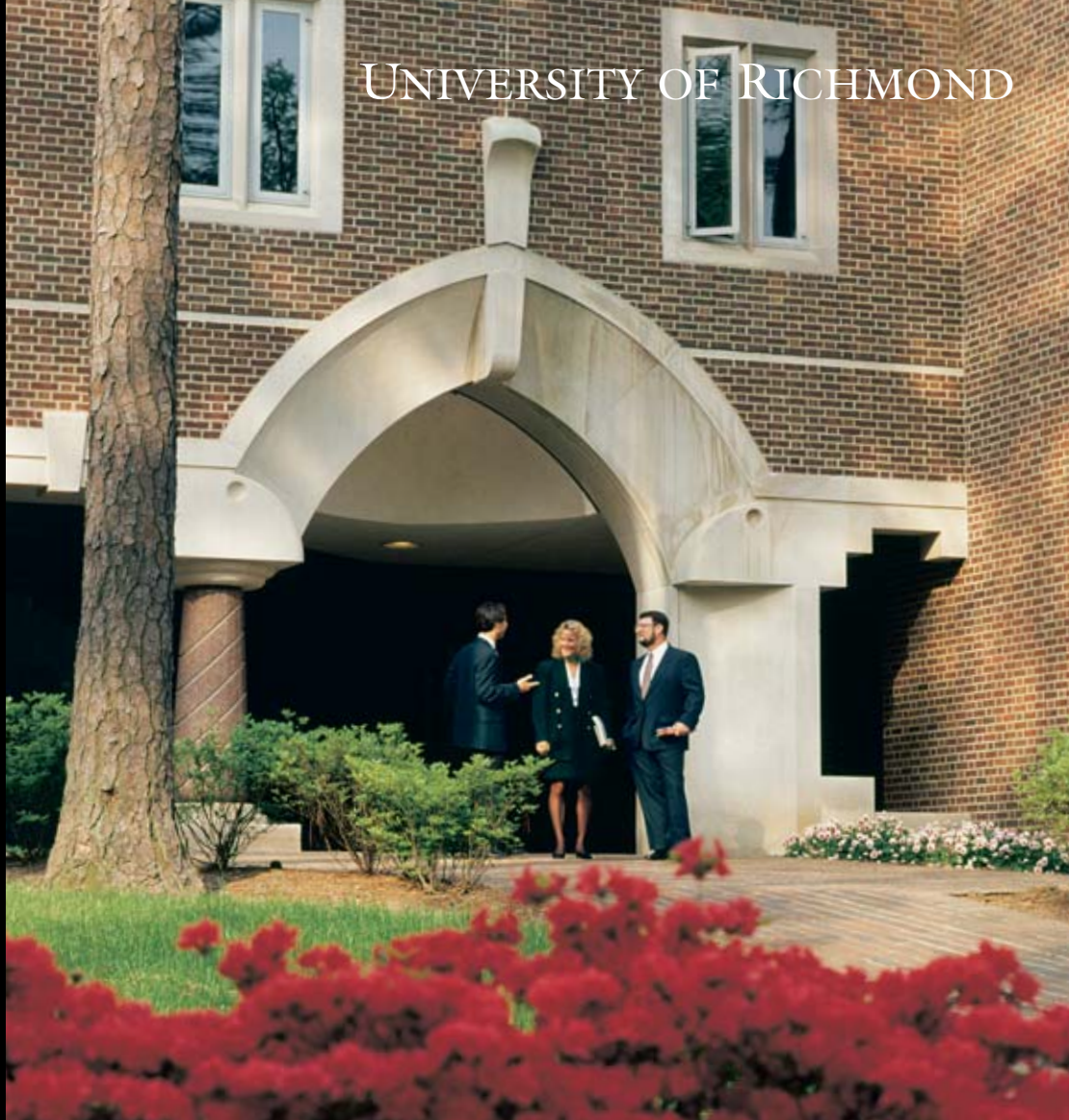


UNIVERSITY OF RICHMOND



Master of Business Administration

2004–2006 Catalog



Non-Discrimination Policy

The University of Richmond prohibits discrimination and harassment against applicants, students, faculty or staff on the basis of race, religion, national or ethnic origin, age, sex, sexual orientation, disability, status as a veteran or any classification protected by local, state or federal law.

Copies of the complete “Harassment and Discrimination Policy (including Sexual Harassment)” are included in student handbooks, faculty handbooks and in the published guidelines for University of Richmond support staff. Copies are also available at the dean’s office of each college and school and the Department of Human Resource Services. For further information, students should contact the dean of their school or residential college; staff should contact the director of Human Resource Services; and faculty should contact the dean of their school.

Any inquiries regarding the University’s policies in these areas should be directed to the Office of the Vice President for Student Development, University of Richmond, Virginia 23173. Telephone: (804) 289-8032.

Disclaimer

The contents of this bulletin represent the most current information available at the time of publication. However, during the period of time covered by this bulletin, it is reasonable to expect changes to be made with respect to this information without prior notice. Thus, the provisions of this bulletin are not to be regarded as an irrevocable contract between the University (or any of its colleges or schools) and the student.

UNIVERSITY OF RICHMOND



Master of Business Administration

FOR INFORMATION:

Director

MBA Program

E. Claiborne Robins School of Business

University of Richmond, Virginia 23173

(804) 289-8553

MBA@richmond.edu

www.richmond.edu

To Potential MBA Applicants

Thank you for your interest in the Richmond MBA. We hope you will consider joining our talented and motivated student body, which includes professionals from a variety of organizations across central Virginia. Our nearly 150 students hold undergraduate degrees from leading universities and have a minimum of two years of full-time work experience prior to enrolling in the program. The approximate mean Graduate Management Admission Test score of recently admitted classes was 600 and the average undergraduate grade-point average exceeded 3.00.

As detailed in the following pages, our newly revised curriculum allows students to choose from concentrations in Strategic Leadership, Finance and General Management. In addition, we offer a JD/MBA program in conjunction with the University of Richmond School of Law.

Each of the courses in the MBA curriculum is designed around the integrating themes of globalization and organizational transformation, providing students with an up-to-date view of the world of business. All classes take place during the evening in the Robins School's state-of-the-art classrooms on our picturesque campus. The faculty of the Richmond MBA includes award-winning teachers and scholars who provide individualized attention in small-class settings.

The Richmond MBA includes many innovative features not found in most part-time programs. These include an opening residency that centers on a live case study, an international experience that includes travel abroad, and a capstone project that allows students to conduct meaningful research in conjunction with a local firm just before graduation. These features, coupled with core and elective courses across the business disciplines, equip the Richmond MBA student with the decision-making tools necessary to become an effective leader.

Please feel free to contact the MBA office if you have any questions about the program.

Richard Coughlan, Ph.D.

Associate Dean for Graduate and Executive Business Programs

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MBA CALENDARS

2004–2006**FALL SEMESTER 2004**

Aug. 3–20.....	Registration
Aug. 23, Mon.	Classes begin
Sept. 6, Mon.	Labor Day (no class)
Sept. 10, Fri.	Last day to file for May/August graduation
Nov. 22, Mon.	Thanksgiving break begins after classes
Nov. 29, Mon.	Classes resume
Dec. 6–9, Mon.–Thurs.	Fall term examination period
Dec. 9, Thurs.	Fall term ends

SPRING SEMESTER 2005

Nov. 9–24.....	Registration
Jan. 10, Mon.	Classes begin
Feb. 4, Fri.	Last day to file for May/August graduation, if not filed earlier
Mar. 3, Thurs.	Spring break begins after classes
Mar. 14, Mon.	Classes resume
Apr. 25–28, Mon.–Thurs.	Spring term examination period
Apr. 28, Thurs.	Spring term ends
May 8, Sun.	Baccalaureate Service and Spring Commencement

SUMMER SESSION 2005

The 2005 Summer School Calendar will be announced in January 2005.

FALL SEMESTER 2005

Aug. 29, Mon.	Classes begin
Sept. 5, Mon.	Labor Day (no class)
Sept. 9, Fri.	Last day to file for May/August graduation
Nov. 21, Mon.	Thanksgiving break begins after classes
Nov. 28, Mon.	Classes resume
Dec. 12–15, Mon.–Thurs.	Fall term examination period
Dec. 15, Thurs.	Fall term ends

SPRING SEMESTER 2006

Jan. 16, Mon.	Classes begin
Feb. 3, Fri.	Last day to file for May/August graduation, if not filed earlier
Mar. 2, Thurs.	Spring break begins after classes
Mar. 13, Mon.	Classes resume
May 1–4, Mon.–Thurs.	Spring term examination period
May 4, Thurs.	Spring term ends
May 14, Sun.	Baccalaureate Service and Spring Commencement

Addendum to the University of Richmond Academic Calendars 2004–2006

The list below is intended to familiarize the University community with major religious holidays affecting many throughout the campus. Inclusion on this list does not imply that the day is a University holiday but is provided to alert members of the Richmond community to possible scheduling conflicts. See the Class Attendance and University Holidays section of the catalog for details.

Christian Holidays 2004–2006

Holiday	2004–2005	2005–2006
Christmas	Dec. 25, Sat., 2004	Dec. 25, Sun., 2005
Good Friday	Mar. 25, Fri., 2005	Apr. 14, Fri., 2006
Easter Sunday	Mar. 27, Sun., 2005	Apr. 16, Sun., 2006
Easter Monday	Mar. 28, Mon., 2005	Apr. 17, Mon., 2006

Jewish Holidays 2004–2006

Holiday	2004–2005	2005–2006
Rosh Hashanah	Sept. 16–17, Thurs.–Fri., 2004	Oct. 4–5, Tues.–Wed., 2005
Yom Kippur	Sept. 25, Sat., 2004	Oct. 13, Thurs., 2005
Sukkot	Sept. 30–Oct. 6, Thurs.–Wed., 2004	Oct. 18–24, Tues.–Mon., 2005
Shemini Atzeret/ Simchat Torah	Oct. 7–8, Thurs.–Fri., 2004	Oct. 25–26, Tues.–Wed., 2005
Hanukkah**	Dec. 7–15, Tues.–Wed., 2004	Dec. 25–Jan. 2, Sun.–Mon., 2005–06
Passover	Apr. 24–25, Sun.–Mon., 2005	Apr. 13–14, Thurs.–Fri., 2006
Passover (concluding days)	Apr. 30–May 1, Sat.–Sun., 2005	Apr. 19–20, Wed.–Thurs., 2006
Shavuot	June 13–14, Mon.–Tues., 2005	June 2–3, Fri.–Sat., 2006

– Jewish holy days, religious festivals and the weekly Sabbath begin at sunset the preceding evening. On these days, observant Jews do not engage in daily activities or fulfill routine commitments.

– Many Jews who do not observe all holy days prefer to celebrate at their synagogue or at home on Rosh Hashanah, Yom Kippur and the first two evenings of Passover.

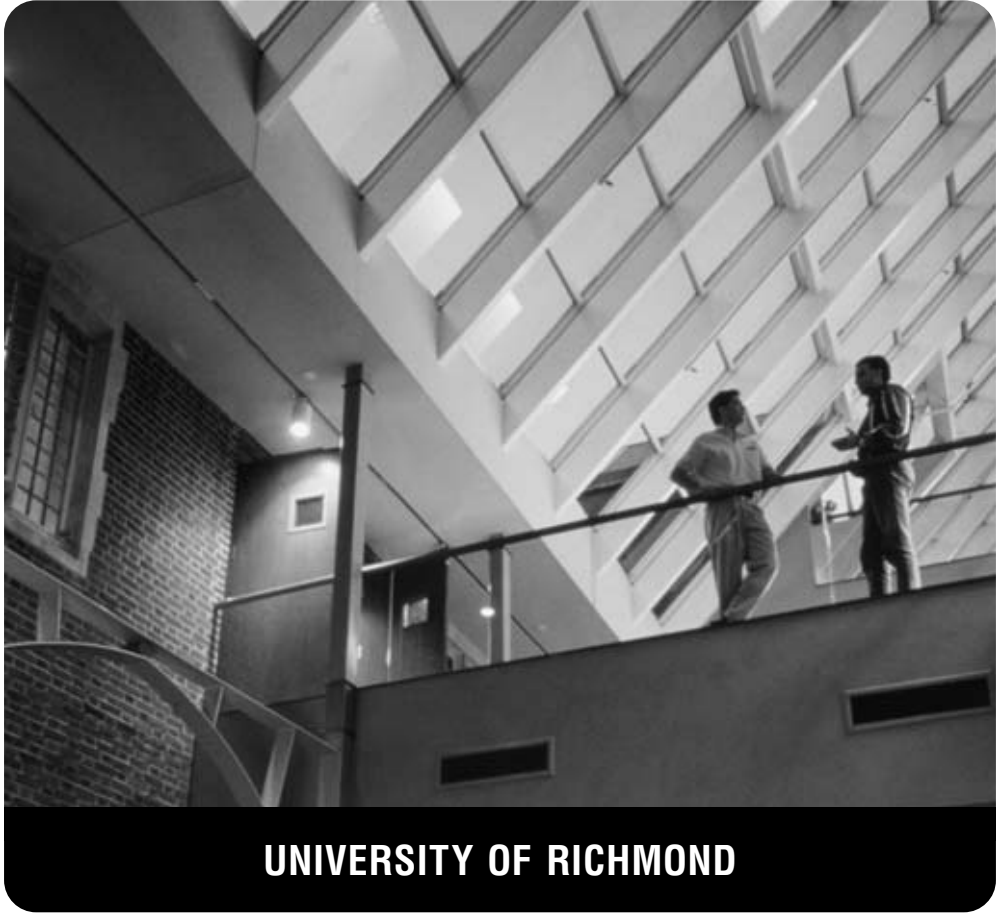
***This holiday does not require absence from routine commitments.*

Islamic Holidays 2004–2006

Holiday	2004–2005	2005–2006
Eid-al-Fitr	Nov. 14, Sun., 2004	Nov. 4, Fri., 2005
Eid-al-Adha	Jan. 21, Fri., 2005	Jan. 11, Wed., 2006
Islamic New Year	Feb. 10, Thurs., 2005	Jan. 31, Tues., 2006

– All Islamic dates begin at sunset the preceding evening.

– The Islamic year is based on the lunar cycle, consisting of 12 months of 29 or 30 days each, totaling 353 or 354 days. Each new month begins at the sighting of a new moon. Actual dates may differ by a day or two from the above dates. In many places, the moon sighting is often determined in advance by astronomical calculations.



UNIVERSITY OF RICHMOND

STATEMENT OF PURPOSE

The University of Richmond is an independent, privately endowed institution of higher education that provides a comprehensive academic program for men and women. It offers the intimacy of a small university and the diverse educational opportunities that derive from undergraduate degree programs in the liberal arts and sciences, business and leadership studies, as well as graduate and professional programs in law, business, leadership and selected areas of the arts and sciences.

The University also provides a variety of credit and continuing education programs as well as cultural events to the larger community.

The educational objectives of the University are:

- To cultivate in students the interest, capacity and skills necessary for independent intellectual inquiry and life-long learning
- To convey to students a representative portion of that body of knowledge that has accumulated and endured through the history of world cultures
- To encourage and aid students in the development of basic beliefs, values and attitudes, including those of cooperation and tolerance
- To assist students in selecting and preparing for careers and study in graduate and professional schools
- To foster in students personal habits that contribute to health and physical fitness

To achieve these objectives, the University is committed to:

- An educational environment conducive to the development of the whole person—intellectually, socially, spiritually, physically and morally
- An academic setting that guarantees and encourages freedom of thought, expression and association
- An undergraduate curriculum that requires mastery of essential intellectual tools, awareness of the diversity of human cultural experiences, extensive knowledge of at least one area of study, and opportunities for interdisciplinary and integrative inquiry
- A faculty dedicated to excellent teaching and dialogue with students, and active engagement in scholarship, scientific inquiry and artistic creativity
- A diverse, largely full-time and residential student body that participates in a broad range of University activities including opportunities for research, leadership and the development of civic responsibility
- The essential resources for learning, such as libraries, laboratories, studios, information and communications technology, and media resources
- Opportunities for internships, social commitment and public service, and other domestic and international learning experiences
- A program of varied social, spiritual and physical activities that provide occasions for growth, fun and fellowship
- An administration and staff that preserve and enhance the University's environment and resources, and that represent the institution to the broader community it serves

ORGANIZATION AND HISTORY

Several colleges and schools are incorporated to form the University of Richmond with authority and responsibility vested legally in the Board of Trustees and the president of the University. The several colleges and schools award no degrees individually, but all degrees for work done in any one of them are conferred by the University of Richmond.

The University originated with Richmond College, a college of liberal arts and sciences for men, founded in 1830. Around this nucleus were established The T.C. Williams School of Law (1870); Westhampton College, a college of liberal arts and sciences for women (1914); the Graduate School, for advanced study in the liberal arts and sciences (1921); The E. Claiborne Robins School of Business (1949); the School of Continuing Studies (formerly University College), for evening, summer and continuing education (1962); and the Jepson School of Leadership Studies (1992). These schools enroll about 2,900 full-time undergraduates, most of whom live on campus; some 500 full-time graduate and law students; and, largely from the Richmond community, 1,300 part-time students.

Each school has its own dean or director, student body and institutional life. The University Senate, which includes representatives of all the faculties, provides for intercollegiate cooperation.

UNIVERSITY COMMITMENT

The University of Richmond is afforded a distinctive opportunity to offer an education that is powerful in developing human capabilities. The University benefits from a heritage of ethical and religious values, a residential character and a commitment to liberal and general education through intimate colleges and schools joined into a substantial whole.

The University's exceptional natural advantages of campus and location provide another distinctive characteristic: that of uncommon attractiveness. The campus consists of some 50 major buildings of a splendid Collegiate Gothic architectural style, set on 350 acres of lawns, lake and woodlands. The University is situated in a state whose leading colleges and universities enjoy an especially positive image. The City of Richmond, though located in the densely populated eastern corridor and near the nation's capital, is not overwhelmed by the problems of congestion and modern urban life. The city and region offer countless cultural and educational resources that enhance the University's special character.

The University's educational program uses these advantages. It aims to be a model of coherence, both in relating various approaches to knowledge in a fragmented intellectual world and in connecting knowledge with ethical sensitivity and civic responsibility. Through curricular emphases, student involvement in volunteer service, the honor tradition, athletics, the work of the chaplaincy and special academic programs, the University of Richmond is an institution able to make a genuine human difference through the educational program that it offers.

ACCREDITATION

The University of Richmond is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866

Southern Lane, Decatur, GA 30033-4097; telephone 404-679-4501) to award the associate, baccalaureate, master and juris doctor degrees.

The University also is certified by the Virginia State Board of Education to offer teacher licensure programs. Various departments and divisions have more specialized accreditation. Included in this category are the music program, accredited by the National Association of Schools of Music; and the chemistry program, accredited by the American Chemical Society. In addition, The E. Claiborne Robins School of Business is accredited by The Association to Advance Collegiate Schools of Business (AACSB International) at the undergraduate and graduate levels, and The T.C. Williams School of Law is accredited by the American Bar Association.

RESOURCES AND SERVICES

BOOKSTORE

The University Bookstore carries textbooks for all courses scheduled for a given term at the University. A comprehensive selection of reference books and general reading materials is also available. The store offers academically priced software, computer and office supplies, greeting cards, gifts, clothing, and health and beauty aids. Services include UPS shipping, faxing and photo developing. The Web site is www.urspidershop.com.

CAREER DEVELOPMENT CENTER

The Career Development Center (CDC), located on the ground level of Richmond Hall, provides comprehensive career services for undergraduate and graduate students. The CDC exists to help students identify and achieve their career goals, and is committed to providing resources and services to students and alumni, based on the fundamental belief that career decision-making is a life-long process, integral to the University's educational objectives.

Staff members provide individualized career counseling and help students develop systematic approaches to job or graduate

school searches. Programs, which often feature alumni and area employers, are presented throughout the year on job search strategies, connections between careers and majors, internships, transitions from student to work life and other relevant topics.

The Career Development Center houses a library that contains a variety of print and multimedia materials. The library also has computer stations with FOCUS II (a career guidance program), graduate school admissions test preparation software and Internet access. The Internet enhances the CDC's ability to communicate with and provide services to students. Over the Web, students can access complete graduate and professional school catalogs, full-time job vacancies, and more than 20,000 internship listings on the award-winning Internship Exchange and its companion Intern Center. Résumé Expert Systems Web software allows students to sign up for on-campus recruiting events, and to register their résumé and job targets online for referrals to employers and internship sponsors. Students should visit the CDC on the Web to view all available resources and a calendar of upcoming events.

INFORMATION SERVICES — LIBRARY AND COMPUTING RESOURCES

Library Resources

The University's libraries are the center of intellectual activities outside the classroom. Boatwright Memorial Library, facing Westhampton Lake, is the main library. It is home to the Business Information Center, the Media Resource Center and the Science Information Center. The Parsons Music Library is in the Modlin Center for the Arts. The Law Library in the University of Richmond School of Law serves the special needs of law students and faculty.

The libraries' collections have been developed to meet the needs of students and faculty. Those collections consist of more than 450,000 volumes, more than 11,000 journal subscriptions, more than 200 online databases and a wealth of resources in media such as electronic books, sheet music, DVD, audio CD, microfilm and audio books. Since 1900, the University of Richmond has enjoyed status as a depository for U.S. government publications. Boatwright Memorial Library holds more than 500,000 government documents in print and microform and provides electronic access to thousands more. The Galvin Rare Book room contains nearly 25,000 rare books, first editions, maps, photographs and manuscripts. The online catalog (<http://library.richmond.edu/>) provides access to the collections through the Internet.

The libraries offer group and individual instruction in using these resources effectively. Group instruction is offered in the Boatwright Computer Classroom and other locations. In 2003 the faculty instituted a library research graduation requirement. First-year students meet this requirement by participating in two 75-minute hands-on workshops, one each semester. These workshops introduce students to basic research tools and techniques.

Boatwright Memorial Library offers a mix of study space suitable for individuals working quietly or for group work, AV viewing/listening carrels and rooms, and 99 computer workstations. Laptop computers are loaned for in-building use; these connect to the University's wireless network.

The libraries participate in local and state consortia as well as national networks to obtain access to databases and to borrow items not held in the University's collections.

A separate wing of Boatwright Memorial Library houses the Virginia Baptist Historical Society, a memorial to the Virginia Baptists who struggled to secure religious liberty in America. The library holds thousands of books, church records, manuscripts and personal papers related to Virginia Baptist history and heritage. The society also manages the University's archives, a large collection of books, photos and memorabilia related to the University's rich history.

The libraries are open to the entire campus community.

COMPUTING FACILITIES

The University of Richmond is committed to preparing students to work in technology- and information-centered environments. Towards that end the University provides computers, software and specialized equipment for student use in labs, public areas, classrooms and some residence hall lounges. There are over 600 personal computers available to students in general purpose and discipline-specific computing spaces across the campus. In addition, the University maintains a robust campus network with a growing number of wireless access points. Residence halls are wired to ensure that each student has his or her own network port with access to the Internet. The University's ongoing investment in a high-quality, state-of-the-art campus technology infrastructure ensures that every student has ample access to the information resources, communication networks and learning tools that are critical for success in today's world.

The ground floor of Jepson Hall houses many computing services. This includes the University Help Desk, a resource that provides assistance with computing related issues for the entire campus. The facilities in Jepson Hall include two general purpose computer labs with a total of 50 PC and Mac workstations; five PC classrooms equipped with full multimedia capabilities; and two computer classrooms designated for use by Math & Computer

Science running Linux, Unix and other platforms. When classes are not in session, the Jepson Hall computer-equipped classrooms are open for student use.

The Technology Learning Center is located on the third floor of Boatwright Memorial Library. It is devoted to servicing the multimedia needs of students, faculty and staff. This area includes PC and Mac workstations equipped with high-end web development, multimedia, animation, 3-D modeling and audio-video recording and editing software. Scanners, high-quality printers, large-format plotters, digitizers and digital video and still cameras are available. The space also contains a photography studio and a small recording studio. Most importantly, these areas are professionally staffed, so students not only have access to the hardware and software, but also to experts who can help them use these specialized tools effectively.

Many departments on campus have computer labs dedicated to meeting the learning and research needs of their students. These include Art and Art History, the Business School, Chemistry, Classical Studies, Education, the Law School, Modern Languages and Literatures, Music, Physics, Psychology, the Leadership Studies School and Theatre and Dance. Public computer labs also are located in the Gottwald Science Center and the library. Boatwright Memorial Library has a large number of workstations, as well as laptops available for check-out for use within the building.

Weinstein Hall, the recently completed social sciences building, and Gottwald Science Center, currently under construction, provide strong testament to the commitment of the University to enable the use of technology in the classroom and beyond. Both buildings have wireless network coverage throughout; every classroom is multimedia-equipped; laptops are available for check-out; and areas for group collaboration have been designed throughout the buildings. Information Services is constantly working to make the integration of technology into the teaching and research environment as transparent to the user as possible.

CHAPLAINCY

Religious activities center in the Office of the Chaplaincy, which is easily accessible in the E. Carlton Wilton Center for Interfaith Campus Ministries. The University is interested in the spiritual needs and growth of all of its students regardless of faith or belief. This is appropriate because the religious groups represented in the student body are many and diverse.

There are numerous denominational organizations for students of various faiths including Jewish, Christian, Muslim, Unitarian Universalist and Hindu. Religious activities and dinners are open to all to promote interfaith understanding. Each Sunday morning, there is an interdenominational Christian worship service in Cannon Memorial Chapel. Roman Catholic liturgy is held on Sunday evening, and a Sabbath evening service is held on Friday. The City of Richmond has well over 300 places of worship, each of which welcomes students to participate.

The Chaplaincy offers help, through individual counseling or group workshops, to students facing personal problems or critical decisions, or who have spiritual needs.

COUNSELING AND PSYCHOLOGICAL SERVICES

The University maintains an office for Counseling and Psychological Services (CAPS) in addition to the academic advising and religious counseling services described above. The office is staffed by counseling and clinical psychologists who are prepared to help students meet academic, personal or emotional challenges while they are enrolled at the University. The services correspond to students' needs and include short-term counseling and psychotherapy, assessment, crisis intervention, psychoeducational presentations, individual consultations and referral services. Confidentiality is maintained with all services guided by the standards of the American Psychological Association and the licensing laws of the Commonwealth of Virginia.

DISABILITY ACCOMMODATIONS

The University seeks to comply with all applicable federal, state and local laws regarding the rights of individuals with disabilities. To facilitate such compliance, the vice president for student development serves as the University's disability coordinator. The University does not discriminate on the basis of disability in admission. Therefore, applicants are not required to provide information about their physical condition or disability status prior to admission. Individuals with disabilities are invited to contact the disability coordinator regarding any accommodations they may require in visiting the campus or upon matriculation. The University provides reasonable adjustments or accommodations in its academic programs as necessary for equal opportunity and participation for qualified students with disabilities.

INTERNATIONAL STUDENTS AND STUDY ABROAD

The Office of International Education, located in the administrative wing of Boatwright Library, serves all undergraduate and graduate students, in arts and sciences, business, leadership studies and law. It offers advising on study abroad opportunities and procedures, and a wide variety of services for international students including orientation, visa, work, health insurance, taxes and cultural and social activities.

Graduate students who wish to explore opportunities for study abroad as part of their degree program should contact the Office of International Education. The University now has exchange agreements with universities in Argentina, Australia, Austria, China, Denmark, England, France, Germany, Ghana, Ireland, Italy, Mexico, the Netherlands, New Zealand, Poland, Scotland, Spain and Sweden. New exchange agreements are added each year.

MULTICULTURAL AFFAIRS

Working closely with the Office of Admission, the Office of Multicultural Affairs is the focus of the University's efforts to increase and maintain a diverse student population. The office develops and implements programs of

specific interest to students of diverse ethnic backgrounds and assists them in becoming acclimated to the University's environment.

RECREATION

The Campus Recreation Department is dedicated to the concept of providing quality recreational opportunities for the campus community. To meet the diverse needs and interests of these members, a comprehensive and innovative program has been developed. The program is composed of seven components: aerobics and fitness, informal recreation, intramurals, outdoor adventure, special events, sport clubs and wellness. The Spider Sports Center, the hub of the Campus Recreation program, is located in the lower level of the Robins Center. The facility includes more than 9,000 square feet of recreational space for aerobics and conditioning. The recreational equipment available includes Nautilus, Stairmasters, Lifecycles, Ergometers, treadmills, free weights and more.

STUDENT HEALTH CENTER

The Student Health Center offers a comprehensive program in health education and health maintenance, as well as treatment for illness and injury. The Health Center staff includes board-certified family practice physicians and registered nurses. Services include acute care for illness and injury, general medical care, gynecology, allergy shots and immunizations.

Students living on campus are eligible for the services provided by the Student Health Center because the cost of these services is included in the housing fee. Student Health Center privileges are available to off-campus students for a per-semester fee. Costs of prescription drugs, some laboratory tests, hospital emergency room treatment, hospitalization, X-rays and referral off campus for consultation with medical specialists are not covered by any student fees. These costs will be billed separately by the provider.

Hours of operation (subject to change) are 8:00 a.m. to 5:00 p.m. Monday through Friday, and 1:00 p.m. to 5:00 p.m. on Saturday and Sunday. Registered nurses are on duty at all times. The doctors maintain regular office hours

Monday through Friday. If a physician's services are required after hours, an off-campus referral to a private facility will be made. The telephone number is (804) 289-8064, and the fax number is (804) 287-6466.

Upon arrival at the Student Health Center, each patient may initially be evaluated by a nurse who will advise the proper treatment for the patient's medical complaint. If the evaluation indicates a need, an appointment with the doctor will be made. Appointments are made only after evaluation by the nurse except for annual gynecological examinations, doctor-requested follow-up visits, allergy shots, immunizations (influenza, tetanus, MMR, Hepatitis B, Hepatitis A), and PPD (tuberculosis) tests.

Allergy shots are given by appointment on weekdays during specified hours. Detailed instructions from the referring physician must accompany the allergy serum. This service requires a fee, which is payable at the time of the visit.

A fee for immunizations is payable at the time of the injection and is based on the cost of the serum. This also applies to PPD skin tests.

Legal and ethical standards pertaining to confidentiality and health matters are observed by the Student Health Center staff.

FOOD SERVICE

The main food center at the University of Richmond is the spacious E. Bruce Heilman Dining Center. This well-equipped building is located on a particularly attractive site overlooking Westhampton Lake. The main dining area accommodates 2,200 students; a lower level is used as a catering area for University functions and the University Club. The Heilman Dining Center is open seven days a week during the academic year. Each meal features a wide variety of selections, including both hot and cold entrees.

Standard service hours are:

Monday–Friday

Breakfast: 7:00 a.m.–10:00 a.m.

*Lunch: 11:00 a.m.–2:45 p.m.

Dinner: 4:30 p.m.–7:00 p.m.

*Limited service from 2:00 p.m.–2:45 p.m.

Saturday and Sunday

Brunch: 10:30 a.m.–2:00 p.m.

Dinner: 4:30 p.m.–7:00 p.m.

The Tyler Haynes Commons houses Tyler's Grill, a fast food facility that serves primarily hot and cold sandwiches, snack items, soft drinks and desserts. The hours of operation are:

Monday–Friday: 7:30 a.m.–8:00 p.m.

Saturday: Closed

Sunday: 4:00 p.m.–8:00 p.m.

Also located in the Tyler Haynes Commons is The Cellar, a late night gathering space that serves entrees, desserts, hors d'oeuvres and assorted beverages, including beer and wine. The Cellar plays a wide selection of music through a state-of-the-art sound system, and also offers live music one or two nights a week. Students may use their One-Card, cash, checks, MasterCard or Visa at The Cellar.

Hours of operation are:

Thursday: 5:00 p.m.–midnight

Friday–Saturday: 7:00 p.m.–2:00 a.m.

Sunday: 7:00 p.m.–midnight

Off-Campus Students may select from a variety of meal plans if they choose (refer to Dining Services Web page for specific information). Please note that only meal participants can use their One-Card at Tyler's Grill or the Heilman Dining Center. Meals under all meal plans are served during the days and times stated in the calendar for the School of Arts and Sciences.

All University students may sign up for the University's Spider account, a declining balance program that allows students to access previously deposited funds via their University One-Card. The Spider account allows students the ability to make purchases without carrying cash and can be used by all students in Edible Bites, the Bookstore, Whitehurst, the Student Health Center, The Cellar, laundry facilities, most vending machines and pinball and video games. Students on a meal plan also may make purchases with their One-Card at Tyler's Grill and the Heilman Dining Center. Students will be mailed information each semester for One-Card sign-up. A minimum initial deposit is required. Complete information on the One-Card is available in the University brochure.

Please refer to the Dining Services Web page for more specific information on hours, dates of operation, menus, service policies, box meals, nutrition counseling and other specialty services. The ID/Meal Card is nontransferable.

STUDENT IDENTIFICATION NUMBER

In an effort to better protect the privacy of each member of the University of Richmond community, the University will no longer use social security numbers as the primary identification for University records. Effective summer 2004, the University will use randomly generated ID numbers for each student, employee, faculty member and alumnus.

A student will be assigned a University of Richmond ID number as the primary identification for University records when he/she enters the University. This eight-digit number will be printed on each student's One-Card (unless the student requests it not be printed). This UR ID number will also be used in conjunction with a confidential PIN for students to register for classes and access their academic records through the Web using the University of Richmond's Student Information System (BannerWeb).

A social security number will still be required to be on file with the University to fulfill IRS and Federal reporting requirements.

IDENTIFICATION CARD

Graduate students should apply to One-Card Services in Tyler Haynes Commons to receive an identification card with their picture on it.

Identification cards are necessary to enjoy University services such as cashing checks, checking out books from libraries and using athletic facilities. They are not transferable.

PARKING

All students must obtain a parking permit from the campus police office. A nominal fee is charged.

HOUSING

The University does not provide on-campus housing for graduate students.

ETHICS AND CONDUCT

POLICIES

The University of Richmond is governed by policy statements that guide individual members in their actions toward each other and toward the larger community. These policy statements support the University's educational mission while seeking to assure that both individual and majority rights are appropriately observed and maintained.

UNIVERSITY ACADEMIC HONOR STATUTE

All schools within the University of Richmond operate under an Academic Code of Ethics; copies are available in the appropriate dean's office. Breaches of the code include cheating, plagiarism, violation of a signed pledge, lying, academic theft, and in general, breaking one's word of honor in any circumstance. Any person who violates these standards shall be

subject to disciplinary action ranging from reprimand up to and including expulsion from the University. Determination of guilt or innocence and imposition of penalties, when necessary, will be effected according to established procedures, with procedural fairness observed, and with appropriate appeal procedures available.

STANDARDS OF CONDUCT

The University of Richmond considers cultivation of self-discipline and resolution of issues through processes of reason to be of primary importance in the educational process and essential to the development of responsible citizens. All members of the University community have a responsibility for complying with local, state and federal laws, and with all published University policies and regulations. In a community of learning, individual or group conduct that is unlawful, that disrupts

or interferes with the educational processes, that causes destruction of property, or otherwise infringes upon the rights of others or of the University itself, cannot be tolerated.

The trustees of the University of Richmond have authorized a Policy Statement on Standards of Conduct, Penalties and Disciplinary Procedures to guide the conduct of students and their guests. This statement sets forth those standards of conduct which the University of Richmond deems essential for fulfilling its educational mission. Any person who violates the standards of conduct and regulations of the University of Richmond shall be subject to disciplinary action and, if necessary, legal action. Disciplinary action may range from reprimand/disciplinary warning up to and including dismissal or expulsion from the University. Penalties will be imposed after proper determination has been made in accordance with established disciplinary procedures of the University, with fair procedures observed and with appropriate appeal procedures available, as outlined in the policy statement and any approved revisions thereof.

A copy of this policy statement and/or any officially approved revisions is readily available to each student who matriculates. All members of the University community should familiarize themselves with this policy statement and revisions, and with any other official publications, handbooks or announcements issued from time to time by the University of Richmond or by individual colleges and schools of the University.

ALCOHOLIC BEVERAGES AND OTHER DRUGS

The legal age for the consumption and possession of alcohol is 21 in the Commonwealth of Virginia; the law governs all sites within the Commonwealth and all persons including temporary visitors from other places. The University supports the laws of the Commonwealth, and has policies to educate and regulate its campus constituencies regarding the consumption of alcohol. Similarly, there are

statutes as well as University policies prohibiting the possession, distribution, sale or use of illegal drugs or narcotics, including marijuana and hallucinogens. Moreover, each person is responsible for his or her destructive, obstructive or otherwise inappropriate behavior whether under the influence of any substance or not. Persons in violation of the law are subject to prosecution by law enforcement agencies as well as disciplinary proceedings by the University.

Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act

The security of all members of the campus community is of vital concern to the University of Richmond. Information regarding crime prevention advice, the law enforcement authority of the University Police, policies concerning the reporting of any crimes that may occur on the campus, and crime statistics for the most recent three-year period may be requested from the University of Richmond Police Department, Special Programs Building, 31 UR Drive, University of Richmond, VA 23173, or accessed on the University's Web site at <http://oncampus.richmond.edu/administration/police/ccra/>. A paper copy of the security report will be provided upon request and may be obtained at the University Police Department, located in the Special Programs Building.

MOTORIZED VEHICLES

Each automobile, motorcycle, motorbike or other such motorized vehicle operated on the campus must be promptly registered with the University, and the campus automobile permit fee paid. Individuals operating vehicles must abide by the regulations governing registration, use and parking. The University Police Department administers the registration and monitors compliance. Inquiries should be directed to that office.

ROBINS SCHOOL OF BUSINESS

The Robins School of Business is among a select group of business schools that are fully accredited by The Association to Advance Collegiate Schools of Business (AACSB International). The University of Richmond also is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

The Robins School of Business offers the Master of Business Administration (MBA) degree through two programs:

- The Master of Business Administration program
- The Juris Doctor/Master of Business Administration program (offered jointly with the University of Richmond School of Law)

These programs are administered by the faculty of the Robins School of Business. There are 45 full-time School of Business faculty members, over 94 percent of whom possess terminal degrees.

MISSION STATEMENT

The mission of the Robins School of Business is to provide business education that meets the highest national standards and addresses local needs. The three major components of our mission are:

Teaching: preparing students for the present and future challenges of a complex, dynamic, global business world

Intellectual Contributions: creating and synthesizing knowledge to keep current in business disciplines through research and professional development

Service: providing resources and services to the University and to the business community

Guided by these objectives, the MBA program provides a vital learning and growth experience for students.

In order to teach in the MBA programs, faculty members are required to hold a terminal degree, such as the Ph.D., D.B.A. or, in certain cases, the J.D. or a master's degree with professional certification, such as the C.P.A., and to demonstrate a record of scholarly productivity in their area of competency. The director of the program and the chair of the department must approve each faculty member teaching a course in the department's area.

The Robins School is advised by the Executive Advisory Council, which is composed of business executives occupying policy-level positions in their organizations. The corporations represented in the Executive Advisory Council are a cross-section of firms located in central Virginia. Through the merger of thought among business academicians and business practitioners, the MBA programs are dynamic, challenging and practical.

The MBA programs are held in the School of Business building. The original building was completed in 1961. A major addition to the building was completed in the spring of 1984. A thorough interior renovation with technologically enhanced and restructured classrooms was completed in August 1999.

MBA PROGRAM

Graduate study in Business Administration at the University of Richmond is designed for professionals who hold an undergraduate degree. The MBA degree program is a decision-based course of study that provides students with the ability to advance to higher levels of management in all types of organizations.

The objectives of the MBA program are:

- To prepare students for career growth as they move through different organizations and industries
- To provide students with the knowledge and tools to deal with contemporary business challenges
- To provide an educational environment that allows students to interact with peers who work in a broad range of companies and industries
- To provide a classroom experience that encourages analysis, decision-making and written and verbal communication

Key characteristics of the MBA programs in the Robins School of Business:

- The School of Business is among a select group of business schools that are fully accredited by The Association to Advance Collegiate Schools of Business (AACSB International.) The University of Richmond also is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.
- Outstanding facilities and teaching environment
- Class sizes of 15 to 25 students ensure a personal class environment
- Convenient location on the western outskirts of Richmond, with ease of parking close to the Business School
- A wealth of data in our Business Information Center
- An MBA faculty dedicated to quality teaching and to providing a real-world orientation to meet today's business challenges

- A university that is currently ranked number one in the Southern Region by U.S. News & World Report and that is also among the most heavily endowed universities in the United States

- A student-centered approach to learning

MBA PROGRAM OPTIONS

Option I: The MBA Program

The MBA program is designed to meet the needs of people holding responsible positions with Richmond area business organizations and institutions, and who wish to continue their education on a part-time basis (a student is considered part time if enrolled for fewer than nine semester hours of credit in a semester). Accordingly, all classes meet in the evening. Although designed as a part-time program, a few full-time students are admitted each year.

Currently, six graduate assistantships are available for students seeking their MBA degree on a full-time basis.

Option II: The JD/MBA Program

The JD/MBA program is offered through a reciprocal arrangement with the University of Richmond School of Law. A student may pursue a dual-degree program designed to provide its graduates with two degrees, the JD and the MBA, attesting to competency in both the law and in business administration. Because certain credits may count in both degree programs, the student pursuing this option may complete the JD and MBA degrees in less time than would be necessary to complete the two degrees independently.

MBA CURRICULUM REQUIREMENTS

The MBA degree program is divided into six parts: pre-course preparation, an Opening Residency, 11 core courses, an international experience, four elective courses and a Capstone Project. Each course carries three semester hours of credit. The pre-course

preparation provides students a basic background in business disciplines. The Opening Residency is designed to develop *esprit de corps* among students, to provide concrete take-away knowledge, and to introduce students to the goals, expectations and methods used throughout the program. The eleven core courses emphasize advanced analysis and decision-making in business. The international experience provides an intensive learning opportunity that enhances students' understanding of the complexities of conducting business in a foreign land. The elective courses further students' skills and knowledge in areas of personal interest. The Capstone Project gives students a chance to incorporate the knowledge gained in previous courses by solving a specific business problem.

In order to earn the MBA degree, all students must complete the Opening Residency, 11 core courses, the international experience, four elective courses, and the Capstone Project. The only course transfer credits that will be considered will be equivalent graduate business courses completed at an AACSB-accredited school. A maximum of four courses (12 credits) may be transferred into the program (see Academic Procedures section for specifics on transfer credits.)

Pre-Course Instruction

Prior to beginning the program, all students should obtain pre-MBA interactive programs for self-study. The MBA Office will specify which self-study program will be used. The program should be completed prior to the Opening Residency and instructors will assume that students have mastered these materials.

MBA 500—Opening Residency

The Opening Residency is designed to set appropriate expectations about effort, quality, performance and cooperation. It is held over two weekends. The first weekend (Friday, Saturday and Sunday) is at a residential off-site location. The second weekend (Saturday and Sunday) is held in the Robins School and is not residential. The Opening Residency is organized around a "live case" and culminates in a case competition on the last day. This is a

Pass/Fail course and attendance is required at all residency activities.

Core Courses

The satisfactory completion of 11 core courses (33 semester hours) is required. These courses form a common body of knowledge of business administration. Students must complete MBA 501 Financial Accounting, MBA 504 Statistical Analysis for Business and MBA 506 Economics for Managers within the first year after matriculation. The core courses are:

MBA 501 Financial Accounting
 MBA 504 Statistical Analysis for Business
 MBA 506 Economics for Managers
 MBA 508 Social, Ethical and Legal Issues
 in Business

MBA 510 Financial Management
 MBA 520 Marketing Management
 MBA 530 Organizational Behavior
 MBA 540 Operations Management
 MBA 550 Managing Information and
 Technology in Organizations
 MBA 580 Strategic Management

International Residency

MBA 570 Global Environment of
 Business/International Residency

The international residency offers an intensive, in-depth, project-based experience that produces an understanding of a country or region and the unique problems that it faces.

Concentrations

MBA students complete a concentration in one of three areas: Finance, General Management or Strategic Leadership. In order to obtain certification in one of these areas it is necessary to complete 12 credit hours in that area.

Finance

The Finance concentration is designed to give students an understanding of the theory and practice of financial decision-making. The curriculum covers concepts in investment theory and portfolio management, financial instruments and global financial issues. It will allow students to combine the broad MBA education with specific skills necessary to be a successful financial analyst or manager. Students will specialize in controlling the resource investments required to support an enter-

prise's operating activities, planning and negotiating appropriate financing arrangements to support these investment requirements, and managing the risks inherent in an enterprise's investment and financing activities. The concentration is designed for those seeking advancement or employment in banks, brokerage firms, investment banks or other institutions that make financial decisions.

(All courses have the core course MBA 510 Financial Management as a prerequisite.)

MBA 512 Investments

MBA 513 Portfolio Management and Analysis

MBA 514 Global Financial Management

MBA 516 Corporate Governance

MBA 518 Technical Analysis

MBA 519 Selected Topics – Finance

Strategic Leadership

The concentration in Strategic Leadership is designed to prepare students for leadership roles in tomorrow's organizations. Courses within the concentration have two primary foci: (1) helping students develop individual interpersonal skills that will enhance their likelihood of success as executives and (2) providing students a more global organizational perspective so that they might understand how to strategically lead an organization in a dynamic marketplace. Featured content includes change management, negotiations, entrepreneurship and issues in groups and teams.

(All courses have the core course MBA 530 Organizational Behavior as a prerequisite.)

MBA 531 Leadership

MBA 532 Mergers & Acquisitions

MBA 534 Negotiations

MBA 536 New Venture Planning
and Financing

MBA 538 Strategic Crisis Management

MBA 539 Selected Topics – Management
Systems

General Management

The concentration in General Management is designed to provide students with a broad overview of the business disciplines. Following the approach of a traditional MBA, this concentration allows students to choose their four elective courses from any of the business school's departments including marketing,

accounting, finance, economics and management. By tying together elective offerings from a variety of subjects, the General Management concentration provides flexibility in the course of study and expands the breadth of a student's knowledge.

Capstone Project

MBA 590 Capstone Project

A project relating to a local company or organization is developed by groups within the class. This will be researched and analyzed by the groups with a recommended solution presented to senior management and instructors. The project is an integrative experience and incorporates the total learning experience of the program.

JD/MBA CURRICULUM REQUIREMENTS

JD/MBA students normally substitute four Law School courses for the concentration courses and MBA 508 Social, Ethical and Legal Issues in Business is waived from their degree requirements. More details and suggested curricula are available in the dean's office of each school.

Students who are pursuing the combined JD/MBA program and who complete the JD degree before the MBA degree must satisfy the MBA degree requirements within one year of completing the JD requirements. Further, the requirements for both degrees must be completed within five years of the starting date of the degree program, JD or MBA, in which the students first enrolled.

Changes in Catalog Information

Caution: The course offerings and requirements of the University of Richmond are under continual examination and revision. This catalog is not a contract; it merely presents the offerings and requirements in effect at the time of publication and in no way guarantees that the offerings and requirements will not change. The University specifically reserves the right to change requirements for any major, minor and/or program, and to implement them during any particular years.

The student assumes full responsibility for compliance with all academic requirements. Current course offerings may be obtained from the appropriate school or department.

DEGREE REQUIREMENTS

To qualify for the Master of Business Administration degree, a candidate must complete the curriculum satisfactorily, including the achievement of at least a 3.00 grade point average on all applicable coursework; complete at least 42 semester hours of applicable graduate-level coursework taken at the University of Richmond; and complete the curriculum requirements within five years of starting the program, unless amended by the Graduate Council.

To graduate, a student must file a degree application and participate in commencement. Degree applications must be filed in the Office of the University Registrar by the second Friday in September for the coming May or August commencement. Those enrolled only in the spring must file by the first Friday in February. Students enrolled only in the summer term culminating in their graduation must file by the second Friday in June. Degree applications are available in the MBA office and in the Registrar's Office.

Degrees are awarded in person except by the decision of the University not to do so. A

student who expects to graduate in the spring commencement may request absentia status by explaining in writing the very unusual circumstance which prevents participation in the ceremony. This request must be received by the University Registrar no later than eight working days before the ceremony. The Registrar will notify the degree candidate of the status granted by the University. *Unless approved as "absentia," a candidate for graduation who does not participate in the commencement ceremony does not graduate. Such a candidate may graduate at a later date by again filing a degree application and by following the appropriate commencement policy.*

August degrees are conferred as of the date specified in the University calendar and diplomas are mailed to those qualified.

Note: No degree is conferred if the student's responsibilities to the University are in an unsatisfactory condition. Such responsibilities include financial and administrative matters such as, but not limited to, delinquent payments, parking fines or overdue library books.

ADMISSIONS

Applicants must meet the specified admission requirements to be eligible for admission to one of the programs offered by the Robins School of Business. However, meeting these requirements does not ensure acceptance. Acceptance is determined by the Graduate Council of the Robins School of Business. Equal opportunity for admission is assured to all applicants subject to qualifications, space and class-size limitations.

Application for admission to the MBA program or the JD/MBA program must be made on the MBA application form. A \$50 nonrefundable fee must be submitted with the application.

Applicants for the JD/MBA program are required to meet the admission standards of both the MBA program (as set forth in this bulletin) and the University of Richmond School of Law. Applications must be made separately to the MBA program and to the School of Law. A bulletin and application form for the School of Law may be obtained from: Director of

Admissions, University of Richmond School of Law, University of Richmond, VA 23173.

ADMISSION REQUIREMENTS

To be considered for admission to the MBA program, an applicant must:

- Hold a baccalaureate degree from an accredited college or university
- Have a grade point average (GPA) on all college and university academic work attempted that meets current admission standards
- Have a score on the Graduate Management Admission Test (GMAT) that meets current admission standards. The GMAT score must be no more than five years old at the time of application. Information on the GMAT may be obtained from the Educational Testing Service, Princeton, New Jersey 08541 or at www.gmat.com.

Note: Students whose native language is not English, or whose collegiate level instruction was not in English, also must earn a score of at least 600 on the paper-based or 250 on the computer-based Test of English as a Foreign Language (TOEFL). Information about the TOEFL may be obtained from the Educational Testing Service, Princeton, New Jersey 08541 or at www.toefl.org.

Applicants for the MBA also are expected to have had at least two years of relevant work experience after completion of the baccalaureate. The two-year work experience requirement is waived for JD/MBA students, for those who hold another advanced degree, and for full-time applicants with exceptional academic records. However, applicants who hold the Bachelor of Science in Business Administration degree from the Robins School of Business are discouraged from applying to the MBA program until they have had two years of work experience beyond the baccalaureate.

Before an applicant will be considered for admission, the following documents must be on file in the MBA Office:

1. A completed application form
2. Official transcripts of all college and university work attempted from each college and university attended. An applicant whose prior experience in higher education includes work taken at a non-

United States college or university may be required to have the academic record evaluated by an independent credentials evaluation service. In addition, non-United States citizens are required to submit additional documents to meet Immigration and Naturalization Service requests. Such students should contact the director at least six months prior to the application deadline to determine if a transcript evaluation will be required and/or what additional documents must be submitted.

3. Official GMAT score report
4. Official TOEFL score report (when applicable)
5. Current résumé

Official documents verifying college and university work and test scores must be sent from the institution or agency responsible for the information directly to the MBA Office.

Students are admitted for the fall semester.

All application materials must be in the MBA Office by May 1 in order to be considered for admission for the upcoming fall semester.

The address for all application materials:

*Director
The MBA Program
Robins School of Business
University of Richmond, VA 23173*

ACADEMIC PROCEDURES

REGISTRATION

In registering for courses, it is presumed that students enrolled in advanced-level courses will have the necessary academic background.

Students shall register each term according to the instructions published by the MBA Office and the University Registrar. A calendar is published concurrently with pertinent dates.

Students are able to register for classes through BannerWeb, a secured Web site that may be accessed over the Internet through the registrar's homepage at [http://oncampus.rich-](http://oncampus.richmond.edu/academics/registrar/)

[mond.edu/academics/registrar/](http://oncampus.richmond.edu/academics/registrar/), or via the following link: <https://bannerweb.richmond.edu/>.

Through *BannerWeb*, students can register for classes, drop classes, view their class schedules, view grades for a specific term and view their unofficial University of Richmond transcript. Students are responsible for all activity on their *BannerWeb* account including PIN maintenance, registration and security. If a student has questions or needs assistance with any aspect of *BannerWeb*, he or she should contact the Office of the University Registrar at (804) 289-8639 or registrar@richmond.edu.

Once registered, students may change their registration (drop/add) according to the published schedule. For a regular term, generally adds and withdrawals without academic record may be made during the first two weeks of classes. After that time only withdrawals-with-record are possible. The grade to be recorded during the withdrawal-with-record period is left to the instructor's discretion.

To initiate changes in registration, the student should contact the MBA Office promptly.

LIMITS OF WORK

A part-time MBA student may enroll in either three or six hours per semester. Part-time students should consider requirements of their employers when scheduling academic classes.

A full-time student carries from nine to 12 semester hours in one semester. The maximum load for a graduate student is 12 semester hours in one semester.

All full-time students are urged to bear in mind that graduate work requires much more time and effort for reading, research and organization of material than does undergraduate work. Every effort should be made to limit outside work of every sort. If outside employment is an economic necessity for a full-time student, that student must consult the director concerning the advisability of limiting his or her academic load.

CLASS ATTENDANCE

Each student is expected to attend all meetings of all classes, including lectures, seminars, laboratories and workshops, in which he or she is enrolled. The specific attendance policy in each course, however, is determined by the instructor of the course, subject to the section on University Holidays below. The specific attendance policy for each course will be announced to the students and distributed on the course syllabus at the beginning of each semester.

Faculty members will honor an official notification from the appropriate dean that a student is to be excused from participation in a University-sponsored event, such as choral performances off campus, intercollegiate athletic events or judicial hearings at which the student must be present.

A student generally will be held responsible for all work of a class or laboratory missed during an absence. Acceptance of any excuse for an absence, other than those excused by the appropriate dean in the previous paragraph, and any provision for make-up, will be at the discretion of the instructor provided it is consistent with the announced policy for the course and with the University holiday schedule below. Missed classes, work, tests and/or excessive absences with or without good cause may result in a poorer grade, or failure, in the course.

Generally, absences that may be excused by faculty members include accident or illness, death or serious illness of a family member, bona fide religious holiday observance, or participation in other University activities such as field trips. Students should make arrangements with their instructors as far in advance as possible for the make-up of any missed work. Students experiencing difficulty in making reasonable arrangements for make-up work may see their dean.

Students enrolled in Business School courses must attend at least 75 percent of the class meetings, regardless of the reasons for absence, to be eligible to receive credit for the course.

UNIVERSITY HOLIDAYS

With the increasing diversity of the University community and the limited flexibility in setting the academic calendar, it is not possible to avoid some religious and secular holidays that are very important to some members of our faculty, staff and student body. However, the University is very sensitive to the special needs of those who need to observe such holidays and will make accommodations for them to make up the time missed if arrangements are made in advance.

The University is officially closed on New Year's Day, Thanksgiving Day and Christmas. In addition, some schools are closed for classes on Memorial Day, July Fourth and Labor Day while others hold classes on those days. (See the appropriate academic calendar for specifics.)

Other holidays affecting University community members include Martin Luther King Day,

Rosh Hashanah, Yom Kippur, the first two days of Passover, Good Friday and Easter Sunday. In consideration of their significance for our students, students who observe these holidays will be given an opportunity to make up missed work in both laboratories and lecture courses. If a test or examination is given on the first class day after one of these holidays, it must not cover material introduced in class on that holiday. Faculty and staff should be aware that Jewish and Islamic holidays begin at sunset on the evening before the published date of the holiday.

The University recognizes that there are other holidays, both religious and secular, which are of importance to some individuals and groups on campus. Such occasions include, but are not limited to, Sukkoth, the last two days of Passover, Shavuot, Shemini Atzerat and Simchat Torah, as well as the Islamic New Year, Ra's al-sana, and the Islamic holidays Eid-al-Fitr and Eid-al-Adha.

Students who wish to observe any such holidays must inform their instructors within the first two weeks of each semester of their intent to observe the holiday even when the exact date of the holiday will not be known until later, so that alternative arrangements convenient to both the student and instructor can be made at the earliest opportunity. Students who make such arrangements will not be required to attend classes or take examinations on the designated days, and faculty must provide reasonable opportunities for such students to make up missed work and examinations. To facilitate this, faculty will announce and distribute all anticipated test and examination dates on the course syllabus, distributed at the beginning of each semester. Students should be aware that faculty may need to adjust these dates as necessary.

CREDIT AND GRADES

The MBA program uses the semester hour credit value and the four-point grading system as applied to a normal *A-F* grading scale.

A semester hour is the value of one class hour of work a week through the semester.

Grade points are given to each semester hour according to the following scale:

A+	4.0	B+	3.3	C+	2.3	D+	1.3
A	4.0	B	3.0	C	2.0	D	1.0
A-	3.7	B-	2.7	C-	1.7	D-	0.7
F	0.0	I	0.0	M	0.0	V	0.0

These letter grades may be accompanied by a (+) or minus (-) to indicate a relative position within the grade category. The grade point average is determined by dividing the total number of grade points earned by the total number of academic hours attempted. Each of these totals is accumulated term by term. Students may not choose to take a class Pass/Fail in the MBA program. However, certain classes (e.g., the Opening Residency) may be offered on a Pass/Fail basis.

Special grades also are used as follows: *V*—failing due to excess absence; *W*—withdrawn passing; *M*—withdrawn failing; and *X*—grade unavailable. The *V* and *M* count as *F* in the grade point average computation.

INCOMPLETE WORK

Two other letters are used in reports for MBA students. *I* and *Y* mean that course-work has not been completed by the end of the term. The *I*, which counts as a failing grade in the grade point average, is given when the reasons for incomplete work are deemed unjustifiable by the instructor. The work is to be made up by the date the instructor specifies, but no later than the mid-term point of the next regular term. If the work is not made up during the grace period, the *I* will be converted to *F* unless the instructor has submitted to the registrar a written request for delay until a specified date, which has been approved by the director. The *Y*, which does not count as a failing grade, is given when the reasons for incomplete work are deemed justifiable by the instructor. There is no deadline for completion of the work unless the instructor so specifies. In any case, it is the student's responsibility to make arrangements for and progress to the completion of an incomplete course. Part-time students carrying a grade of *I* or *Y* may not enroll for further coursework without the permission of the director.

EVALUATION

Instructors establish grading criteria for their courses and prepare and submit the final course reports (using the grades defined under Credit and Grades) to the University Registrar for recording. In the event of a question about the accuracy of the recorded grade, a student should direct inquiries to the instructor and/or the Office of the University Registrar.

It is recognized that each class and each student in a class has unique characteristics that the instructor alone is in the best position to evaluate; consequently, except in unusual circumstances, formal appeals concerning the evaluation on which a grade is based are not appropriate.

If unusual circumstances appear to have existed which could have affected the evaluation, the student should first bring the matter to the attention of the instructor (if available). If that informal inquiry is impossible, or if its results are disputed, the student may next bring the matter to the attention of the department chair and the instructor, jointly. In the event of continued dispute, the student may formally petition the dean of the student's school who, in consultation with department faculty, may present the matter to the appropriate academic council for a decision.

ACADEMIC PROGRESS AND SCHOLARSHIP

A student is expected to make steady progress toward completion of his or her program. A student who, over a period of 12 months, fails to complete an MBA course at the University of Richmond, unless completing elsewhere an approved course for transfer, will be terminated from the program. Such a student desiring to return to the program must reapply and be readmitted under the catalog standards applicable at the time of reapplication.

A student is expected to maintain an average of no less than B (3.00) to remain in the MBA program. A student who earns less than B in two or more courses (whether or not they are being taken for graduate credit) may be suspended from the MBA program. A student who earns three Cs, one C and one D, or one

F will automatically be dismissed from the program. A student who has been suspended or dismissed may apply for readmission after the lapse of one academic year. Application for readmission must be made in writing to:

*Graduate Council
c/o Director MBA Program
Robins School of Business
University of Richmond, VA 23173*

TRANSFER CREDITS

It is expected that all work for the MBA degree will be completed at the University of Richmond. Under certain circumstances, a maximum of 12 semester hours may be accepted in transfer. All coursework transferred must be completed at an institution accredited as degree granting by a recognized regional accrediting body for higher education, as well as an AACSB accredited graduate school at the time the coursework is completed. **Written approval by the director must be obtained in advance if a student desires to take work elsewhere for transfer credit.** Upon completion of the approved work, credit will be allowed only if a grade of B or better is earned, and after an official transcript documenting the fact is received by the MBA Office directly from the institution giving the instruction.

ACADEMIC RECORDS AND TRANSCRIPTS

Grades are available through BannerWeb. Students may also check grade changes, incomplete make-ups and posting of transfer credit throughout the year from any location. Grades are deemed correct unless notification to the contrary is received by the University Registrar within three (3) months after the close of the term specified.

If students need an official copy of the academic record, they can request a transcript through the Office of the University Registrar. All courses taken at the University of Richmond become a part of the permanent academic record.

Advice concerning progress toward the degree may be obtained in the MBA Office.

CONFIDENTIALITY/PRIVACY RIGHTS/RIGHT TO KNOW

University of Richmond procedures and Family Educational Rights and Privacy Act of 1974 (P.L. 93-380) as amended, prohibit the unauthorized release of confidential information about individual students. However, directory information is not considered to be confidential and may be published or otherwise released. Directory information includes: name; addresses, including permanent, campus, local (off-campus), e-mail and campus computer network (IP) address; associated telephone numbers; date and place of birth; school or college; major and/or minor fields of study; degree sought; expected date of completion of degree requirements and graduation; degrees conferred; awards and honors (e.g., dean's list); full- or part- time enrollment status; dates of attendance; previous institutions attended; participation in officially recognized activities and sports; weight and height of members of athletic teams; and photograph. A full list of information considered directory information is available on the Office of the University Registrar's Web page at <http://oncampus.richmond.edu/academics/registrar/policy/ferpapolicy.html> or by contacting the Office of the University Registrar. Students may opt to have their directory information withheld. To exercise this option, the appropriate form must be obtained from the Office of the University Registrar, completed and returned to that office. Once filed, this form remains in effect until withdrawn by the student in writing to the Office of the University Registrar. For further information, contact the Office of the University Registrar.

RIGHTS WITH RESPECT TO EDUCATION RECORDS

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. They are:

1. The right to inspect and review their records within 45 days of the date the University receives a request for access.

Students should submit to the University Registrar a written request that identifies the record(s) they wish to inspect. The registrar will make arrangements for access and notify the student of the time and place the records may be inspected.

2. The right to request the amendment of the student's education records that the student believes are inaccurate or misleading.

Students may ask the University of Richmond to amend a record that they believe is inaccurate or misleading. They should write the University Registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading.

If the University of Richmond decides not to amend the record as requested by the student, the University will notify the student of the decision and advise him or her of the right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.

One exception which permits disclosure without consent is disclosure to school officials with legitimate education interests. A school official is a person employed by the University

in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University of Richmond to comply with the requirements of FERPA. The name and address of the office that administers FERPA are: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW, Washington, D.C. 20202-4605.

The University of Richmond's complete FERPA Policy Statement is available as part of the Office of the University Registrar's Web page at <http://oncampus.richmond.edu/academics/registrar/> or by contacting the Office of the University Registrar.

RIGHT TO KNOW

In accordance with the Student Right to Know and Campus Security Act, Public Law 101-542, as amended by the Higher Education Technical Amendments of 1991, Public Law 102-26, the University of Richmond will make graduate rates available to all current and incoming students, before enrolling or making any financial obligation to the University. These figures can be found on the Office of the University Registrar's Web page at <http://oncampus.richmond.edu/academics/registrar/policy/studntcon.html>.

FINANCIAL AFFAIRS

TUITION

For 2004–05, the tuition for MBA students taking fewer than nine hours is \$600 per semester hour; tuition for MBA students taking nine or more semester hours is \$12,505 per semester. Late registrations are subject to a \$60 fee, and changes in registration made after the first week of class are subject to a \$10 fee.

The University reserves the right to increase the fees listed herein if conditions should make such changes necessary or advisable. The changes will be announced as far in advance as possible.

Note: Regardless of the University division in which a course is taken, the student pays the tuition and fees of the school to which he or she has been admitted and which is considered the school of record. Any special fee associated with a particular course, such as a laboratory fee, is charged based on registration in the course.

PAYMENTS

Inquiries concerning payment should be directed to the Office of the Bursar, phone (804) 289-8147 or (866) 241-8893 (toll free) or email at bursar@richmond.edu. Payment in full is due by the end of the first week of classes each term, whether or not an invoice has been received. Tuition payment options include:

1. Cash
2. Check, payable to the University of Richmond
3. Mastercard/VISA/AMEX or Discover — call Phonecharge at (877) 237-9734 (There is a convenience fee for using this service that is explained in detail during the phone call.)

Payments may be mailed to the Bursar's Office, Box R, University of Richmond, VA 23173.

No credit is given for a term's work nor a degree conferred until all charges have been satisfactorily settled. Failure to make satisfactory financial arrangements can result in delay of graduation, denial of registration privileges, removal from classes, withholding of transcripts and/or referral to a collection agency or attorney.

If the University deems it necessary to engage the services of a collection agency or attorney to collect or to settle any dispute in connection with an unpaid balance on a student account, the student will be liable for all collection agency and/or attorney's fees, reasonable expenses and costs incurred. Accounts referred to a collection agency are reported to a credit bureau(s).

REFUND OF TUITION AND FEES

Students are matriculated by semester. If a student withdraws from classes or is dropped from the University for whatever cause, a refund of fees for a fall or spring semester shall be made in accordance with the University's refund policy, based on the following schedule. This schedule is adapted for summer terms.

Students who withdraw from the University and who are receiving any financial assistance may be required to return such assistance per Public Law 668.22 and institutional policy. The University of Richmond complies with all federal regulations governing recipients of federal Title IV funds. Information regarding financial aid refund policies is available in the Office of Financial Aid.

Any special fee associated with a particular course is nonrefundable after the first day of class.

Refund of tuition and fees

Withdrawal on or before the first day of class	100% less deposits
Withdrawal during the first week of classes	85%
Withdrawal during the second week of classes	70%
Withdrawal during the third week of classes	50%
Withdrawal during the fourth week of classes	25%
Withdrawal during the fifth week of classes	25%
Withdrawal during the sixth week of classes	25%
Withdrawal after the sixth week of classes	None

APPEALS PROCESS

The University of Richmond has an appeals process for students and parents who believe individual circumstances warrant exceptions from published policy. All appeals must be in writing and directed to Annemarie Weitzel, Bursar, Box R, University of Richmond, VA 23173 or bursar@richmond.edu.

FINANCIAL AID

The University of Richmond offers graduate students various forms of financial support drawing on state, federal, and institutional resources. Financial aid is awarded without regard to race, color, religion, national origin, sex, disability or age. Applicants for financial aid must be enrolled or accepted for enrollment on at least a half-time basis in a degree or certificate program at the University.

Graduate assistantships are available in limited number for full-time MBA students. Students interested in applying for a graduate assistantship should contact the associate dean. Assistantships are not available for part-time students.

Students who are degree candidates and registered for at least six credits a semester may be eligible for student loans. The Free Application for Federal Student Aid (FAFSA) and a loan application must be submitted to the Financial Aid Office. In addition, to maintain eligibility for consideration for financial

aid, students must be making satisfactory academic progress toward their degree. Graduate students must maintain a cumulative GPA of at least 3.0 and students must pass at least 67 percent of coursework attempted. The maximum timeframe allowed for completion of a program is 150 percent of the program length (e.g., if the program requires 27 credit hours, the maximum number of hours attempted to complete the program cannot exceed 40 credit hours). For more information, contact the Financial Aid Office (telephone: (804) 289-8438, e-mail: finaid@richmond.edu, web: www.oncampus.richmond.edu/financialaid).

The Virginia Tuition Assistance Grant is available to full-time degree-seeking MBA students who are bona fide Virginia residents. The grant is available for up to two academic years. Applications are available in the MBA Office and in the Financial Aid Office. The deadline is July 31.

RETURN OF FINANCIAL AID WHEN A STUDENT WITHDRAWS

A student who withdraws during a semester may be entitled to a refund of certain charges as outlined in the Refund Policy (see Financial Affairs section of this catalog). Withdrawal may also affect a student's financial aid eligibility for the semester as outlined in the federal Return of Title IV Program Funds Policy and the Return of Non-Title IV Program Funds Policy.

RETURN OF TITLE IV PROGRAM FUNDS POLICY

The 1998 amendments to the Higher Education Act (HEA) of 1965 and subsequent regulations issued by the Department of Education (43 CFR 668.22) establish a policy for the return of Title IV grant and loan funds for a student who withdraws. Title IV grant and loan funds include the following programs: Federal Direct Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant, Federal Perkins Loan, Federal Work-Study, Federal Stafford Loans and Federal PLUS Loans.

The amount of Title IV funds the student earns, up to the withdrawal date, is based on a daily proration determined by dividing the total number of calendar days completed by the total number of calendar days in the semester (excluding breaks of five or more consecutive days). This calculation must only be done up to the 60 percent point in time for the semester. After the 60 percent point in time, the student is considered to have earned all of the Title IV funds awarded for that semester.

Unearned Title IV funds must be returned to the Title IV programs. If the amount earned is greater than the amount that has been disbursed, the difference is treated as a late disbursement to the student. Unearned funds, up to the amount of total institutional charges (tuition, room and board) multiplied by the unearned percentage of funds, are returned to

the Title IV programs by the University of Richmond. The student must return any portion of unearned funds not returned by the school. Only 50 percent of unearned grants funds must be returned. Title IV loans funds that must be returned by the student are repaid per the loan terms.

Unearned Title IV funds are returned to the Title IV programs in the following order: Unsubsidized Federal Stafford Loans, Subsidized Federal Stafford Loans, Unsubsidized Direct Stafford Loans, Subsidized Direct Stafford Loans, Perkins Loans, Federal PLUS Loans, Direct PLUS Loans, Federal Pell Grants for which a return of funds is required, Federal Supplemental Educational Opportunity Grants for which a return of funds is required, and LEAP funds for which a return of funds is required.

RETURN OF NON-TITLE IV PROGRAM FUNDS POLICY

Non-Title IV financial aid will be adjusted for a withdrawing student based upon the University's Refund Policy. Adjustments will be made through the sixth week of classes. The amount to be returned to the non-Title IV financial aid program is the same percentage that will be refunded to the student for tuition and room charges. After the sixth week the student is considered to have earned all of the non-Title IV aid.

Non-Title IV financial aid funds are returned in the following order: institutional grants/scholarships, non-federal loans, agency scholarships.

Students who are receiving financial aid and who are planning to withdraw from the University during a semester are strongly encouraged to meet with a financial aid adviser to review the impact that their withdrawal will have on their institutional charges and on their financial aid for the semester.

CURRICULUM

All courses carry 3 semester hours of credit.

PRE-COURSE INSTRUCTION

Prior to the beginning of the program all students should obtain pre-MBA interactive programs for self-study. The MBA Office will specify the self-study program to be used. These will consist of CD-ROMs or online instruction covering basic business disciplines. These must be completed prior to the Opening Residency and instructors will assume that students have mastered these materials prior to matriculation.

MBA 500 OPENING RESIDENCY

The objectives of the Opening Residency are to develop *esprit de corps* among all participants; to give the participants concrete, take-away knowledge; and to set the appropriate expectations about effort, quality and cooperation. To accomplish these goals we analyze a "live case" on a topic of relevant strategic importance. The residency ends with a case competition among the teams, judged by University faculty and selected executives from industry on both content and presentation quality. As part of the residency, participants are introduced to the goals, expectations and methods that are used throughout the program, including case analysis methods and business research and analysis skills. *3 sem. hrs.*

CORE COURSES

The student must complete MBA 501 Financial Accounting, MBA 504 Statistical Analysis for Business and MBA 506 Economics for Managers within the first year after matriculation. MBA 504 is a prerequisite for MBA 506.

MBA 501 Financial Accounting

Basic concepts and procedures underlying corporate financial statements are developed. Tools for analyzing profitability, liquidity, leverage, activity and risk are introduced. The impact of the alternatives available within generally accepted accounting principles on financial statements, especially in terms of management's financial reporting strategy are explored. Mastery of pre-course instruction in accounting is assumed when this course begins. *3 sem. hrs.*

MBA 504 Statistical Analysis for Business

Addresses the theory, methodology and application of statistics to contemporary business problems. Topics include descriptive statistics, probability theory, discrete and continuous distributions, one- and two-population statistical inference, analysis of variance, correlation, regression and selected other topics. *3 sem. hrs.*

MBA 506 Economics for Managers

Examines the fundamentals of macroeconomics and international economics, including analysis of business cycles and macroeconomic policy. Explores economic methodologies to solve business-oriented problems, with a focus on the role that economic analysis plays in the decision process. *Prerequisite:* MBA 504. *3 sem. hrs.*

MBA 508 Social, Ethical and Legal Issues in Business

Ethical and legal approaches and their application to the world of business are studied. Discussion centers on interaction between firms and their various stakeholders, including employees, customers and society. The role of business under the legal systems of countries other than the United States is introduced to highlight important differences. Emphasis is placed on court decisions relating to business contracts, secured transactions and business organizations. *3 sem. hrs.*

MBA 510 Financial Management

Financial management techniques, policies and theory are discussed via case studies and problem-scenario analysis. Policies and strategies for current and long-term assets, working capital, total capitalization and profit distribution presented in the context of share price maximization. Multinational considerations, leasing, risk analysis, project evaluation and cost of capital are specifically addressed. *Prerequisite:* MBA 501. *3 sem. hrs.*

MBA 520 Marketing Management

An intensive study of the marketing process in advanced market economies concerning the environment within which marketing decisions are made. Areas of concentration: consumer wants; motivation and purchasing power, structure of distribution; product service market offerings; a global approach; and management of the firm's marketing effort. Strategic decisions of the marketing mix variables applied to both service and manufacturing companies of various sizes. Lectures and the case analysis method are used to integrate the student's marketing background. *3 sem. hrs.*

MBA 530 Organizational Behavior

Analysis of work behavior from the viewpoint of both behavioral research and managerial practice. Understanding of basic issues such as motivation, individual differences, leadership and managing change provides students with foundation needed for managing performance, quality and operations. *3 sem. hrs.*

MBA 540 Operations Management

The systematic direction and control of the process that transforms inputs into finished goods or services. It emphasizes the concepts and analytical methods that are used in understanding the management of the firm's operations. *3 sem. hrs.*

MBA 545 Strategic Resource Management

The design of management accounting systems that support an organization's strategic objectives is the focus of this course. Topics also include the impact of lean production methods on cost management, target costing, managing capacity costs, environmental costs, activity-based management and theory of constraints. *Prerequisite:* MBA 540. *3 sem. hrs.*

MBA 550 Managing Information and Technology in Organizations

Introduction to the managerial challenges and opportunities of implementing technology solutions and obtaining competitive advantage through information value. Emphasis on technology as an enabler to support business strategy, define business models and provide for more efficient operations in the digital, network economy. In addition, information is recognized as a major economic good deserving increased attention in organizations. Cases will be used to exemplify real world examples while conceptual models and analytical frameworks will be introduced as decision-making tools to address the issues faced by technology and business leaders. *3 sem. hrs.*

MBA 580 Strategic Management

Examines strategic alternatives and choices to be made by companies in light of opportunities and threats within the external environment. Also examines how companies should create core competencies to enhance the strategic choice and to create sustainable competitive advantage. Different levels of strategic management are emphasized. *Prerequisite:* MBA 570. *3 sem. hrs.*

INTERNATIONAL COURSE/RESIDENCY**MBA 570 Global Environment of Business/
International Residency**

An intensive, in-depth experience designed to enhance understanding of a country or region and the unique problems that it faces. The residency will consist of discussions with local business people, academics, politicians and civil servants, coupled with visits to other local operations to enhance this understanding. In addition, there will be a project relating to a relevant company or institution to be completed by the visiting groups. The project will be begun prior to departure, developed during the residency, and completed after the residency. Presentations of final project report are required. *Prerequisites:* MBA 506, 510 and 520. *3 sem. hrs.*

CONCENTRATIONS

Concentrations are offered in three areas: Finance, General Management, and Strategic Leadership. In order to obtain certification in either Finance or Strategic Leadership, it is necessary to complete 12 credit hours of elective courses in that area. To obtain certification in General Management, the student may complete 12 credit hours from among any of the elective courses.

Finance Concentration

(All courses have the core course MBA 510 Financial Management as a prerequisite.)

MBA 512 Investments

Covers the structure, trading and valuation of financial instruments in dynamic competitive markets. Both money markets and capital markets are examined with an emphasis on longer-term investing. Uses a blend of theoretical and practical approaches to investment strategies. Specific topics include market efficiency, yield and rate of return analysis, risk measurement, asset pricing theory, portfolio theory, valuation models, futures and derivative contracts. *Prerequisite:* MBA 510. *3 sem. hrs.*

MBA 513 Portfolio Management and Analysis

Techniques for analyzing and evaluating financial data for security selection are explored. Security markets, investment theories, valuation techniques and applied investment concepts are discussed. Emphasis is on political theory, risk/return objectives and portfolio monitoring. Global diversification and resultant effects are treated within the context of constructing security portfolios. *Prerequisites:* MBA 510 and 512. *3 sem. hrs.*

MBA 514 Global Financial Management

Tools and concepts used to identify and analyze risks in dynamic international financial markets are addressed. Designed in three modules. The first module provides a foundation in currency valuation, currency markets, parity theories and balance of payments phenomena. The second module examines hedging concepts and practices. Applications of forward, future, option and swap contracts are emphasized. The last module focuses on different approaches to the management of transaction, translation and operating exposures of a firm. Case studies are employed as integrating exercises. *Prerequisite:* MBA 510. *3 sem. hrs.*

MBA 516 Corporate Governance

Will examine recent corporate scandals and critically evaluate proposed reforms. Topics to be covered include the Sarbanes Oxley Act, earnings management, responsibilities of the board, external auditors and financial analysts, role of institutional investors, moral

and ethical issues and executive compensation. Will make use of extensive outside speakers, including attorneys, analysts and high-level executives. *Prerequisite:* MBA 510. 3 sem. hrs.

MBA 518 Technical Analysis

Provides an overview of the various analytic techniques utilized in the discipline by professional technicians. Emphasis will be placed on analytical and statistical methodologies used in measuring the primary factors governing the pricing of securities in the marketplace. Interaction of technical analysis with fundamental research also will be examined. *Prerequisite:* MBA 510. 3 sem. hrs.

MBA 519 Selected Topics in Finance

Prerequisite: MBA 510. 3 sem. hrs.

Strategic Leadership Concentration

(All courses have the core course MBA 530 Organizational Behavior as a prerequisite.)

MBA 531 Leadership

Designed to assist MBA students in making the transition from theory to application in the science and art of leadership. Its focus is on what a leader does in the work environment. The emphasis is on leader/employee interactions and the behaviors required to be an effective leader. *Prerequisite:* MBA 530. 3 sem. hrs.

MBA 532 Mergers and Acquisitions

Explores how mergers and acquisitions can achieve the strategic growth objectives of a corporation. The issues raised in merger and acquisition decisions are addressed, specifically (1) negotiation strategies, (2) valuation analysis, (3) strategic fit, (4) effects of competitive bidding and (5) problems with post-acquisition integration. The alternative mechanisms for corporate diversification such as joint and internal ventures also are explored. *Prerequisites:* MBA 510 and 530. 3 sem. hrs.

MBA 534 Negotiations

Multidisciplinary study of concepts related to bargaining and negotiations. Situations involving interpersonal behavior and group conflict will be examined using research findings from several disciplines. *Prerequisite:* MBA 530. 3 sem. hrs.

MBA 536 New Venture Planning and Financing

Uses a combined case and lecture approach for the study of entrepreneurship, new venture creation and growth. Covers the financial, strategic, legal and market-related elements of new venture creation. Topics include opportunity recognition, business planning and alternative financing means. Students write a business plan as part of the course. *Prerequisites:* MBA 510 and 530. 3 sem. hrs.

MBA 538 Strategic Crisis Management

After using the case study method to critically examine the preemptory theory and practice of strategic crisis management, students will analyze the unique strategic, security and geopolitical risks and responsibilities of managing businesses in the altered management landscape of a post-World Trade Center world. *Prerequisite:* MBA 530. 3 sem. hrs.

Additional Electives

MBA 509 Selected Topics – Economics
MBA 517 Selected Topics – Accounting
MBA 529 Selected Topics – Marketing
MBA 587 Independent Study

CAPSTONE PROJECT

MBA 590 Capstone Project

A project relating to a local company or organization is developed by groups within the class. This will be researched and analyzed by the groups with a recommended solution presented to senior management and instructors. The project will incorporate the total learning experience of the program. *Prerequisite:* MBA 580. 3 sem. hrs.

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FACULTY OF THE SCHOOL OF BUSINESS

The year given designates the year of appointment.

The year with () is the year of first appointment.

Altay, Nezhil, *Assistant Professor of Management Systems*; 2002. (2000) B.S. (Bogazici University, Istanbul, Turkey), M.B.A. (University of Texas-Pan American), Ph.D. (Texas A&M University)

Arnold, Thomas M., *Assistant Professor of Finance*; 2003. B.A. (LaSalle University), M.S. (Temple University), Ph.D. (University of Georgia)

Asaftei, Gabriel, *Assistant Professor of Economics*; 2004. B.A. (Academy of Economics, Bucharest, Romania), M.A. (SUNY at Binghamton)

Ashworth, D. Neil, *Professor of Management Systems*; 1981. B.B.A. (University of Kentucky), M.Com. (University of Richmond), M.B.A., Ph.D. (University of South Carolina)

Babb, Harold W., *Professor of Marketing*; 1977. B.S. (University of Richmond), M.S. (Virginia Commonwealth University), Ph.D. (Virginia Polytechnic Institute and State University)

Bamford, Charles E., *Associate Professor of Management Systems*; 2004. B.S. (University of Virginia), M.B.A. (Virginia Tech), Ph.D. (University of Tennessee)

Cliekman, Paul M., *C.P.A., C.I.A., Associate Professor of Accounting*; 1995. B.S. (Valparaiso University), M.B.A. (University of Chicago), Ph.D. (University of Wisconsin)

- Conover, C. Mitchell**, *Associate Professor of Finance*; 2000. B.A. (University of Maryland), M.B.A. (East Carolina University), Ph.D. (Florida State University)
- Cook, Robert Winston Jr.**, *Associate Professor of Economics*; 1980. B.A. (University of Richmond), M.A., Ph.D. (Virginia Polytechnic Institute and State University)
- Coombs, Joseph E.**, *Assistant Professor of Management Systems*; 2001. B.S. (Bridgewater State College), M.B.A. (Suffolk University), Ph.D. (Temple University)
- Cossé, Thomas J.**, *Professor of Marketing and International Business Studies, Associate Dean of International Business Programs, and CSX Chair in Management and Accounting*; 1975. B.S.B.A. (University of Southwestern Louisiana), M.B.A., Ph.D. (University of Arkansas)
- Coughlan, Richard S.**, *Associate Professor of Management Systems and Associate Dean for Graduate and Executive Business Programs*; 1998. B.S. (University of Virginia), M.B.A., M.S., Ph.D. (University of Arizona)
- Craft, Erik D.**, *Associate Professor of Economics*; 1994. B.A. (St. Lawrence University), M.A., Ph.D. (University of Chicago)
- Croushore, Dean D.**, *Associate Professor of Economics and the Rigsby Fellow in Economics*; 2003. A.B. (Ohio University), M.A., Ph.D. (The Ohio State University)
- Dean, David H.**, *Associate Professor of Economics*; 1987. B.A. (Hobart College), M.A., Ph.D. (Rutgers University)
- Deans, P. Candace**, *Associate Professor of Management Systems*; 2002. B.S. (University of North Carolina at Chapel Hill), M.Ed. (North Carolina State University), M.B.A. (East Carolina University), Ph.D. (University of South Carolina), M.L.A. (University of Arizona)
- Dolan, Robert C.**, *Professor of Economics*; 1980. B.A. (Hobart College), M.S., Ph.D. (Rutgers University)
- Earl, John H. Jr.**, *C.F.A., C.I.C., C.L.U., C.H.F.C., A.R.M., C.F.P., Associate Professor of Finance and the David Meade White Distinguished Teaching Fellow*; 1981. B.B.A., M.S.B.A. (University of Massachusetts at Amherst), Ph.D. (Arizona State University)
- Eylon, Dafna**, *Associate Professor of Management Systems and Psychology and the F. Carlyle Tiller Chair in Business*; 1994. B.A. (Tel-Aviv University), Ph.D. (University of British Columbia)
- Eynan, Amit**, *Professor of Management Systems*; 2003. B.S., M.S. (Technion-Israel Institute of Technology, Haifa, Israel), M.S., Ph.D. (Washington University)
- Fagan, Marbury A. II**, *C.P.A., Director of Software Instruction*; 1994. B.S., M.B.A. (University of Richmond)
- Fishe, Raymond P.H.**, *Professor of Finance and The Distinguished Chair in Finance*; 2003. B.S.B.A., Ph.D. (University of Florida)
- Geiger, Marshall A.**, *C.P.A., Professor of Accounting and the Joseph A. Jennings Chair in Business*; 2000. B.S.B.A. (Bloomsburg University of Pennsylvania), M.S., Ph.D. (The Pennsylvania State University)
- Harrison, Jeffrey S.**, *Professor of Management Systems and the W. David Robbins Chair in Strategic Management*; 2004. B.S. (Brigham Young University), M.B.A., Ph.D. (University of Utah)
- Hoyle, Joe Ben, C.P.A.**, *Associate Professor of Accounting*; 1979. B.A. (Duke University), M.A. (Appalachian State University)
- Kukar-Kinney, Monika**, *Assistant Professor of Marketing*; 2003. B.A. (University of Ljubljana, Slovenia), M.S., Ph.D. (Indiana University)
- Lancaster, M. Carol**, *Associate Professor of Finance*; 1989. B.S.E. (University of Arkansas), M.B.A., D.B.A. (Louisiana Tech University)
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- Lawrence, Carol M.**, *Associate Professor of Accounting*; 1996. B.A. (Washington University), B.S. (Indiana University Southeast), M.B.A., Ph.D. (Indiana University)
- Litteral, Lewis Andy**, *Associate Professor of Management Systems*; 1982. B.S. (Georgia Southern College), M.S., Ph.D. (Clemson University)
- McGoldrick, KimMarie**, *Associate Professor of Economics*; 1992. B.S. (State University of New York at Oswego), M.A., Ph.D. (State University of New York at Binghamton)

- Monks, James W.,** *Assistant Professor of Economics;* 2001. B.A. (Union College), M.A., Ph.D. (Boston College)
- New, J. Randolph,** *Professor of Management;* 1994. B.S., B.A. (University of Arkansas), M.B.A. (University of Arkansas), Ph.D. (Arizona State University)
- Newman, Karen L.,** *Professor of Management and Dean, Robins School of Business;* 1999. B.S. (Purdue University), M.B.A., Ph.D. (University of Chicago)
- Nicholson, Robert H.,** *Associate Professor of Economics;* 1972. B.S. (University of Delaware), M.S., Ph.D. (North Carolina State University)
- North, David S.,** *Assistant Professor of Finance;* 2000. B.A. (Michigan State University), M.B.A. (University of Notre Dame), Ph.D. (Michigan State University)
- Ridgway, Nancy M.,** *Associate Professor of Marketing;* 2001. B.B.A., M.B.A., Ph.D. (University of Texas at Austin)
- Sanborn, Robert H.,** *Associate Professor of Accounting;* 1988. B.A. (The Johns Hopkins University), M.B.A. (Boston University), Ph.D. (University of Georgia)
- Schmidt, Robert M.,** *Professor of Economics;* 1981. B.A. (University of Wisconsin-Madison), M.A., Ph.D. (Duke University)
- Slaughter, Raymond L.,** *C.P.A., Associate Professor of Accounting;* 1977. B.A. (Kentucky State University), M.B.A. (University of Pennsylvania), J.D. (Howard University), LL.M. (The College of William and Mary)
- Stevens, Jerry L., C.C.M.,** *Professor of Finance;* 1987. B.S. (Southwest Missouri State University), M.S., Ph.D. (University of Illinois)
- Szakmary, Andrew C.,** *Associate Professor of Finance;* 2001. B.A., M.B.A. (Columbia University), Ph.D. (University of New Orleans)
- Vendrzyk, Valaria P.,** *Associate Professor of Accounting;* 2003. B.S., M.B.A. (Shippensburg University), Ph.D. (Texas A&M University)
- Walden, W. Darrell, C.P.A.,** *Associate Professor of Accounting;* 1995. (1994) B.S. (Virginia Union University), M.S. (Syracuse University), Ph.D. (Virginia Commonwealth University)
- Webb, Kevin L.,** *Assistant Professor of Marketing;* 2001. B.S. (University of Virginia), M.B.A. (Old Dominion University), Ph.D. (University of North Carolina at Chapel Hill)
- Weisenberger, Terry M.,** *Associate Professor of Marketing and Associate Dean for Undergraduate Business Programs;* 1977. B.S., M.B.A., Ph.D. (Michigan State University)
- Wight, Jonathan B.,** *Associate Professor of Economics and International Studies;* 1982. B.A. (Duke University), M.A., Ph.D. (Vanderbilt University)
- Wright, Richard W.,** *Professor of Management and the E. Claiborne Robins Distinguished Professor in Business;* 2001. B.A., M.B.A. (Dartmouth College), D.B.A. (Indiana University)
- Yates, Andrew J.,** *Associate Professor of Economics;* 2002. B.S. (Washington University), M.S., Ph.D. (Stanford University)

RETIRED BUSINESS FACULTY

- Bettenhausen, Albert E.,** *Assistant Professor of Business Administration and Associate Dean, Robins School of Business, Emeritus;* 1971. B.S., B.A. (University of Richmond), M.B.A. (University of Florida)
- Bird, Francis A., C.P.A.,** *Professor of Accounting, Emeritus;* 1972. B.S. (Drexel University), M.S., Ph.D. (The Pennsylvania State University)
- Edwards, N. Fayne,** *Professor of Economics, Emeritus;* 1968. B.S. (Virginia Polytechnic Institute and State University), Ph.D. (University of Kentucky)
- Giese, Thomas D.,** *Professor of Marketing, Emeritus;* 1978. B.S., M.S. (Southern Illinois University), Ph.D. (University of Mississippi)
- Goodwin, James C. Jr.,** *Professor of Management Systems, Emeritus;* 1976. B.S., M.B.A. (Louisiana State University), Ph.D. (University of North Carolina)
- Jones, Phillip A. Sr.,** *Professor of Accounting, Emeritus;* 1973. B.A. (Harpur College), M.A. (State University of New York at Binghamton), Ph.D. (Michigan State University)
- Jung, Clarence R. Jr.,** *Professor of Economics, Emeritus;* 1966. B.A. (DePauw University), M.A., Ph.D. (The Ohio State University)
- King, Robert L.,** *Professor of Marketing and Director of International Business Studies, Emeritus;* 1990. B.B.A. (University of Georgia), M.A., Ph.D. (Michigan State University), Doctor Honoris Causa (Oskar Lange Academy of Economics, Wroclaw, Poland)

Partain, Robert T., *Professor of Business Administration, Emeritus*; 1963. B.B.A., M.B.A. (North Texas State University), Ph.D. (University of Texas)

Phillips, Robert Wesley, *Professor of Finance, Emeritus*; 1974. B.A. (Denison University), M.B.A. (Ohio University), D.B.A. (Indiana University)

Robbins, W. David, *Professor of Business Policy, Emeritus; Dean Emeritus of the Robins School of Business; The W. David Robbins Chair of Business Policy*; 1959. B.A. (North Texas State University), M.B.A. (Northwestern University), Ph.D. (The Ohio State University)

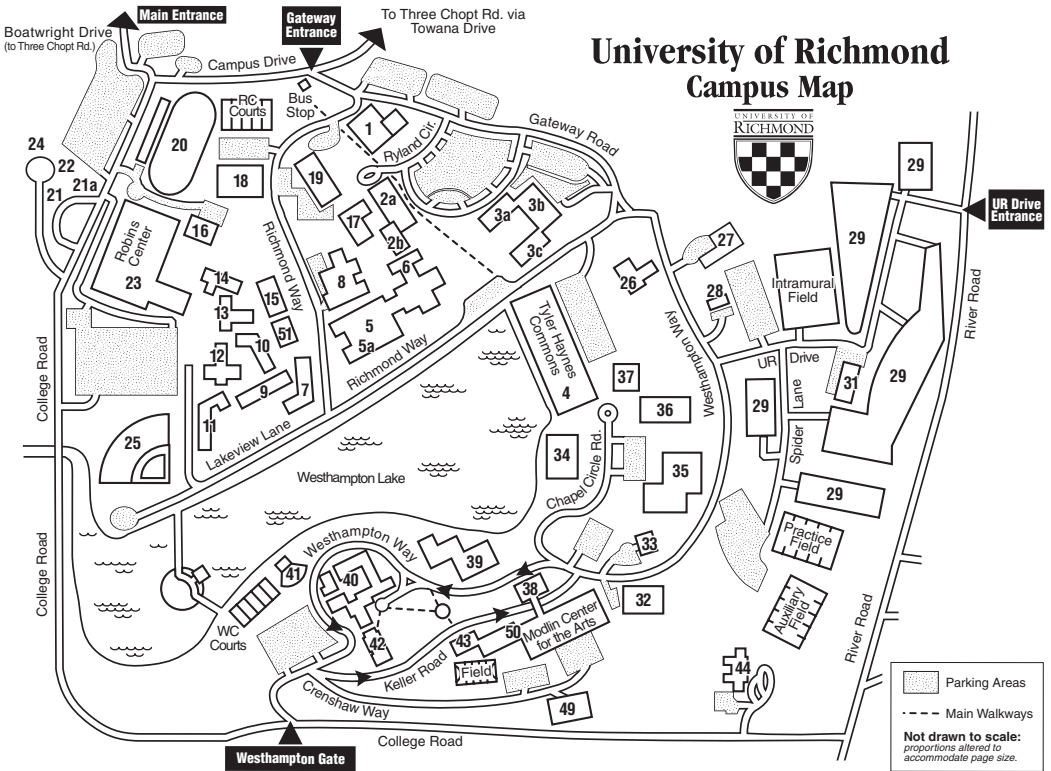
Rose, John S., *Professor of Management Systems, Emeritus*; 1977. A.B., A.M. (University of Michigan), Ph.D. (Northwestern University)

Whitaker, David A., *Professor of Economics, Emeritus*; 1969. B.S. (Virginia Commonwealth University), M.S. (Virginia Polytechnic Institute and State University), Ph.D. (University of Florida)

THE MANAGEMENT INSTITUTE

Kemp, Thomas J., *Executive Director of Management Institute*; 2004. B.A. (Miami University)

Meluch, Jeanette M., *Associate Professor of Management Development*; 1988. B.A. (The Ohio State University), M.A. (George Washington University)



- Admissions **18**
- Advancement Office **3a**
- Alice Haynes Room **4**
- Alumni Office **49**
- Arts & Sciences Dean **5**
- Boatwright Memorial Library **5**
- Booker Hall of Music **38**
- Bookstore **4**
- Brunet Memorial Hall **18**
- Bursar's Office (Student Accounts) **18**
- Business Office **3a**
- Business School **1**
- Camp Concert Hall **38**
- Campus Ministries Center **37**
- Cannon Memorial Chapel **36**
- Career Development Center **3b**
- Center for Civic Engagement **4**
- Chancellor's Office **5**
- Chaplain's Office **37**
- Counseling and Psychological Services (CAPS) **3b**
- Data Systems Administration **16**
- Deanery **33**
- Dennis Memorial Hall **13**
- E. Carlton Wilton Center for Interfaith Campus Ministries **37**
- Financial Aid **18**
- Fraternities **22 & 24**
- Freeman Hall **10**
- Gottwald Science Center **35**
- Graduate School Dean **5**
- Gray Court **39**
- Gumenick Academic/Administrative Quadrangle **3**
- Heilman Dining Center **34**

- Human Resource Services **8**
- Information Services **17**
- International Education **3c**
- International House (Atlantic House) **21a**
- Jenkins Greek Theatre **41**
- Jepson Alumni Center **49**
- Jepson Hall **17**
- Jepson School of Leadership Studies **17**
- Jepson Theatre **50**
- Jeter Memorial Hall **15**
- Keller Hall **43**
- Law Residence Hall **21**
- Law School **19**
- Law School Alumni Office **19**
- Lora Robins Court **32**
- Lora Robins Gallery of Design from Nature **5**
- Management Institute **1**
- Marsh Art Gallery **50**
- Marsh Hall **11**
- Maryland Hall **3a**
- Media Resource Center **5**
- Military Science **16**
- Millhiser Gymnasium **16**
- Modlin Center for the Arts **50**
- Moore Memorial Hall **12**
- North Court **40**
- North Court Reception Room **40**
- Perkinson Recital Hall **40**
- Phonathon Center **28**
- Pitt Baseball Field **25**
- Police **31**
- Political Science **8**
- Post Office **5a**
- Power Plant **26**
- President's Home **44**

- President's Dining Room **4**
- President's Office **3a**
- Printing Services **28**
- Purvey Hall **3c**
- Registrar **18**
- Richmond College Dean **51**
- Richmond Hall **3b**
- Richmond Research Institute **8**
- Robins Center **23**
- Robins Center Pool **23**
- Robins Pavilion **49**
- Robins Memorial Hall **14**
- Robins School of Business **1**
- Ryland Halls
 - Robert Ryland Hall **2a**
 - Charles H. Ryland Hall **2b**
- School of Continuing Studies **31**
- Services Building **28**
- Soccer/Track Complex **20**
- South Court **42**
- Special Programs Building **31**
- Student Affairs **4**
- Student Health Center **31**
- Thalhimer Guest Cottage **33**
- Thomas Memorial Hall **7**
- Tyler Haynes Commons **4**
- University Facilities **27**
- University Forest Apartments **29**
- University Services **27**
- Virginia Baptist Historical Society **6**
- Weinstein Hall **8**
- Westhampton College Dean **33**
- Whitehurst **51**
- Wilton Center **37**
- Wood Memorial Hall **9**



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