

University of Richmond

2012-13

**Graduate School of
Business Catalog**

To Potential Graduate Business 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 160 students hold undergraduate degrees from leading universities, and MBA students have an average of six years full-time work experience prior to enrolling in the program. The average Graduate Management Admission Test score of recently admitted classes was 640 and the average undergraduate grade-point average exceeded 3.20.

In addition to the MBA program, 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 Graduate Business Office if you have any questions about either graduate program.

Richard Coughlan, Ph.D.

Senior Associate Dean Robins School of Business

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, gender identity, gender expression, 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.

Table of Contents

Academic Calendar and Religious Observance Policy.....	3
University of Richmond.....	6
Resources and Services.....	7
Ethics and Conduct.....	14
Confidentiality.....	16
Financial Affairs.....	17
Academic Procedures.....	23
Robins School of Business.....	26
MBA Program.....	27
Courses.....	31
Directory.....	36

Academic Calendars 2012-13

Fall Semester 2012

Aug. 27, Mon.	Classes begin
Sept. 3, Mon.	Labor Day (no class)
Sept. 14, Fri.	Last day to file for May/August graduation
Nov. 19, Mon.	Thanksgiving break begins after classes
Nov. 26, Mon.	Classes resume
Dec. 10-13, Mon.-Thurs.	Fall term examination period
Dec. 13, Thurs.	Fall term ends

Spring Semester 2013

Nov. 13, Tues - Nov. 23, Fri.	Registration
Jan. 14, Mon.	Classes begin
Feb. 1, Fri.	Last day to file for December graduation
Mar. 7, Thurs.	Spring break begins after classes
Mar. 18, Mon.	Classes resume
Apr. 29-May 2, Mon.-Thurs.	Spring term examination period
May 2, Thurs.	Spring term ends
May 12, Sun.	Baccalaureate Service and Spring Commencement

University of Richmond Religious Observance Policy & Calendar

The University is a secular institution that values a diversity of religious expression. The University is also an active community with a wide range of personal commitments and academic and extracurricular activities.

Planning for academic and extracurricular activities should be done with sensitivity to the diverse religious commitments of the community and an awareness of religious holidays. Scheduling large-scale, one-time academic or extra-curricular events on a religious holiday should be avoided whenever possible.

Any student may be excused from class or other assignments because of religious observance. A student who will miss an academic obligation because of religious observance is responsible for contacting his or her professor within the first two weeks of the semester. The student is responsible for completing missed work in a timely manner.

Faculty are expected to be mindful of potential conflicts with religious observances and should make reasonable accommodations when students' religious practices conflict with their academic responsibilities.

The religious observance calendar is meant to serve as a scheduling guide. It lists significant holidays from the five largest global faith traditions. However, it is not comprehensive and students may choose to observe a holiday not included on the calendar.

The holidays listed are those which occur during the academic year when the University is open.

Buddhist	2012-13	2013-14
Buddha's Enlightenment Day	Saturday, December 8, 2012	Sunday, December 8, 2013
Buddha's Birthday	Monday, April 8, 2013	Tuesday, April 8, 2014
Christian - Catholic/Protestant	2012-13	2013-14
Ash Wednesday	Wednesday, February 13, 2013	Wednesday, March 5, 2014
Good Friday	Friday, March 29, 2013	Friday, April 18, 2014
Easter Sunday	Sunday, March 31, 2013	Sunday, April 20, 2014
Christian - Eastern Orthodox	2012-13	2013-14
Christmas	Monday, January 7, 2013	Tuesday, January 7, 2014
Good Friday	Friday, May 3, 2013	Friday, April 18, 2014
Easter	Sunday, May 5, 2013	Sunday, April 20, 2014
Hindu	2012-13	2013-14
Diwali	Tuesday, November 13, 2012	Sunday, November 3, 2013

Jewish (Jewish holidays begin at sundown the previous day.)	2012-13	2013-14
Rosh Hashanah	Monday, September 17, 2012	Thursday, September 5, 2013
Yom Kippur	Wednesday, September 26, 2012	Saturday, September 14, 2013
First day of Sukkot	Monday, October 1, 2012	Thursday, September 19, 2013
First day of Passover	Tuesday, March 26, 2013	Tuesday, April 15, 2014

Muslim (Muslim Holidays begin at sundown the previous day.)	2012-13	2013-14
Eid al-Fitr	Sunday, August 19, 2012	Friday, August 9, 2013
Eid al-Adha	Friday, October 26, 2012	Wednesday, October 16, 2013
Ashura	Saturday, November 24, 2012	Thursday, November 14, 2013

Buddhist

Buddha's Enlightenment Day -- Also called Rohatsu or Bodhi Day. The day many Buddhist traditions celebrate the enlightenment of the Buddha.

Buddha's Birthday -- The birthday of the Buddha.

Christian

Ash Wednesday -- This day marks the beginning of Lent, a six week period of prayer and fasting in anticipation of Easter.

Good Friday -- The day Jesus was crucified.

Easter Sunday -- The celebration of Jesus being raised from the dead.

Hindu

Diwali -- Festival of Lights. This holiday is typically celebrated by families sharing various traditional rituals in their homes.

Jewish

Rosh Hashanah -- Jewish New Year. It is the beginning of a ten-day period of introspection and reflection.

Yom Kippur -- Day of Atonement. It is the holiest day of the Jewish calendar marked with fasting, worship, and repentance.

Sukkot -- Festival of Booths. Commemorates the wandering in the desert of the Israelites as well as the fall harvest. While the festival of Sukkot lasts for 8 days, the first day is considered a day of rest.

Passover -- Festival of Passover. It commemorates the Exodus of Jews from slavery in Egypt. While the Passover lasts for 8 days, the first night is the most significant and the first day is considered a day of rest.

Muslim

Eid al-Fitr -- Marks the end of Ramadan, the month of fasting, and the holiest month in Islamic tradition. It literally means "breaking the fast."

Eid al-Adha -- Festival of Sacrifice. Commemorates the willingness of Abraham to sacrifice his son Ishmael. God provided a sheep to sacrifice in Ishmael's place

Ashura -- Shi'a Muslims commemorate the martyrdom of Husayn ibn Ali, Muhammad's grandson. According to Sunni Muslims, Muhammad fasted and asked others to do so on this day as well.

University of Richmond

Mission Statement

The mission of the University of Richmond is to sustain a collaborative learning and research community that supports the personal development of its members and the creation of new knowledge. A Richmond education prepares students to live lives of purpose, thoughtful inquiry, and responsible leadership in a global and pluralistic society.

Organization and Accreditation

Five academic schools and two coordinate colleges 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 enrolls approximately 2,900 full-time undergraduates, 92 percent of whom live on campus; 600 full-time law and graduate students; and 1,300 part-time students, largely from Richmond and the surrounding community.

The University of Richmond is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, masters, and juris doctor degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of the University of Richmond. 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; the chemistry program, accredited by the American Chemical Society; and the education program, accredited by the Teacher Education Accreditation Council. In addition, the Robins School of Business is accredited by the Association to Advance Collegiate Schools of Business International at the undergraduate and graduate levels, and the T.C. Williams School of Law is accredited by the American Bar Association and the American Association of Law Schools.

Environment and History

The University of Richmond campus consists of about 50 major buildings of Collegiate Gothic architectural style set amid 350 acres of lawns, lake, and woodlands. The beautiful and harmonious setting has been recognized nationally by

college guides. Richmond's history began almost two centuries ago with Richmond College, founded in 1830 by Virginia Baptists as a college of liberal arts and sciences for men. 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 of Arts and Sciences, for advanced study in the liberal arts and sciences (1921); the E. Claiborne Robins School of Business, for undergraduate and graduate study in business (1949); University College, now known as the School of Professional and Continuing Studies, for evening, summer, and continuing education (1962); and the Jepson School of Leadership Studies, the first school of leadership studies in the United States (1992). In 1992, the academic missions of Richmond College and Westhampton College were combined in a separate school, the School of Arts and Sciences. Richmond College and Westhampton College are the residential colleges for men and women respectively, providing special programming and leadership opportunities in student life.

Richmond benefits from a heritage of ethical and religious values, a residential character, and a commitment to liberal and general education through intimate schools and colleges joined into a substantial whole.

Resources and Services

Arts and Cultural Events

The Modlin Center for the Arts presents more than 35 world-class performing arts events as part of the Modlin Great Performances Series, four main-stage productions presented by the University Players and Dancers, and another 22 music performances as part of the Department of Music's annual free concert series. Located throughout campus, University Museums presents more than 20 exhibitions of national and international art and artifacts as well as student work. In addition to arts events, the Jepson School of Leadership Studies, the WILL program, and many academic departments sponsor lecture series.

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 faxing and UPS shipping. The bookstore's website is urspidershop.com.

Office of Alumni and Career Services

The Office of Alumni and Career Services, advises and supports undergraduate students and alumni throughout the career development process. The office approaches career development as a continuous learning experience that begins during a student's first year at Richmond. Staff members work with undergraduate students in all majors to assist them in discovering their individual paths for success. Richmond students achieve a high rate of success after graduation. They are employed in a diverse range of industries and are accepted at some of the best graduate and professional schools in the world. In fall 2008, the office relocated to a newly renovated space located on the third floor of Tyler Haynes Commons.

The Office of Alumni and Career Services assists students in:

- Exploring interests and abilities
- Choosing majors
- Connecting with internships and learning experiences
- Investigating graduate and professional school options
- Landing their first jobs

Programs & Events include:

- Individual career advising
- Industry expos
- Career workshops and panels
- Spider Road Trips to explore industries in various metropolitan areas
- "Evening of Etiquette"
- Mock interviews
- On-campus interviews
- Off-campus recruiting events

Exclusive Search Engines

Richmond students and alumni have access to the University's exclusive job opportunity database, SpiderConnect, which allows them to search for internships and full-time position postings, apply for interviews and register to attend organizational information sessions. Career15 gives Richmond students access to opportunities open to students from Virginia's colleges and universities. The University Career Action Network (UCAN) allows Richmond students access to internship postings throughout the world.

The UR Career Network allows students to search for and connect with Richmond alumni in varying industries and geographic areas for career networking.

Recruiting Programs & Events

Every year, the Office of Alumni and Career Services hosts organizations for information sessions and on-campus interviews. Organization representatives, professionals and alumni also attend five industry-focused expos held throughout the academic year. In addition to bringing employers on campus to recruit Richmond students, the office works to bring students to major metropolitan areas through Spider Road Trips. The office also assists students in applying for and attending regional and national career fairs.

For more information, visit careerservices@richmond.edu.

Bonner Center for Civic Engagement

The Bonner Center for Civic Engagement (CCE) helps students, faculty, and staff get involved in the Greater Richmond community. The CCE brings together its campus constituents and community members to address social issues in context and to respond to community-identified needs through community-based learning and research, advocacy work, deepened awareness of current events, service, alternative breaks, and city tours. Located in Tyler Haynes Commons, the CCE works with faculty and students to integrate academic learning with the pressing social issues facing the Richmond region and beyond. The CCE also sponsors educational programming on important local, national, and international issues.

Common Ground

Common Ground supports the University's core principles of diversity and inclusion. Offering signature programs such as Safe Zone, the Cultural Advisors, Diversity Roundtable and an annual social justice retreat, Common Ground invites all students to join in the work of building a truly inclusive community.

Through workshops, diversity trainings for student leaders, all-campus programs, private consultation, and resources on numerous issues of difference, the staff of Common Ground is ready and willing to work with any student or group who wishes to explore topics of diversity, community, inclusion, or social justice.

Counseling and Psychological Services

CAPS staff members are licensed doctoral-level mental health professionals who help students derive the greatest benefit from the educational opportunities at UR. Services offered include short-term individual psychotherapy, crisis intervention, outreach, training, consultation, and referral to other on- or off-campus resources as needed. Services are offered from about mid-August to about mid-June and are available to full-time students. Common reasons students come to CAPS include stress, anxiety, depression, relationship concerns, academic difficulties, grief, family concerns, traumatic events, eating problems, substance abuse, and sleep disturbance. Appointments can be made by visiting the CAPS office (201 Richmond Hall) Monday through Friday from 8:30 a.m. to 12 noon and 1 to 5 p.m. Confidentiality is assured to the full extent allowed by law. The CAPS website (caps.richmond.edu) has additional information on CAPS services, links to anonymous online screening surveys, and a variety of other mental health information. Phone: (804) 289-8119; FAX: (804) 287-1227.

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.

Dining Services

University of Richmond Dining Services is a multi-operation department consisting of dining locations, snack shops, and retail stores. The E. Bruce Heilman Dining Center is a state-of-the-art facility overlooking Westhampton Lake that serves approximately 3,000 students and guests daily. ETC is a retail market located off the main lobby. The upper level of the facility houses the Department of Food and Auxiliary Services and the campus Post Office. The centrally located Tyler Haynes Commons (THC) houses Tyler's Grill, an eat-in or carry-out operation with a dining area that faces the scenic Westhampton Lake and gazebo. The campus smoothie bar, Freshens, and the Cellar, a late-night gathering space, also are located in THC. For-late night studying at Boatwright Library, gourmet coffee, hot drinks, and snacks are available at 8:15 at Boatwright. Sodas, snacks, and grocery items also are available at the Dean's Den, located in the Whitehurst building near the Richmond Dean's office.

Meal Plans

Off campus and commuting students have meal plan options including the Spider Flex and the Spider Blue. Both plans offer on-campus convenience, meal discounts, and flexibility. Meal plan information is available on the Dining Services website at dining.richmond.edu.

Hours of Operation and Other Services

You can find something to eat somewhere on campus until 1:00 a.m. every day of the week whenever classes are in session. Dining services maintains an up-to-date schedule of menus and operational hours for all campus locations on its Web page. Meal plans follow the undergraduate academic calendar. Service and hours may be limited during academic breaks and holidays. A wide variety of additional services, including nutrition counseling and meals-to-go, along with catering services also are available through University Dining Services. Additional information is available upon request or can be viewed at dining.richmond.edu.

Special Dietary Needs

With a registered dietician as a member of the University Dining Services team, every effort is made to support special dietary needs that are medically based. Medical documentation is required and students with dietary restrictions or special needs are asked to make an appointment to see our nutrition professional. Students will be required to sign an informational release so that their situation can be discussed with their physician or medical professional as needed. In addition, dining services may require that students consult the University's physicians regarding their dietary requests. The University does not have designated facilities to accommodate religion-based dietary needs on a daily basis. However, we do work closely with the Office of the Chaplaincy to provide kosher for Passover selections and carryout meals during Ramadan. Please contact the associate director of dining services if you have questions regarding available services.

Housing

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

Identification Card/One-Card

Each degree- or certificate-seeking student will be issued a picture identification card (One-Card) upon request. This card verifies that the holder is eligible to receive University library and certain other campus privileges. A campus ID is required for check cashing and access to athletic facilities and serves as your meal card if applicable and library card. Neither the card nor its privileges is transferable.

All University students may sign up for the University's SpiderCard Account, a declining balance program which allows students to access previously deposited funds via their University One-Card. The SpiderCard Account allows students the ability to make purchases without carrying cash and can be used at the bookstore, the Student Health Center, most vending machines, for on-campus pizza delivery, in One Card Services for passport photos, for concessions in Robins Stadium/ Robins Center, and all campus dining locations. Students will be mailed information before the fall semester regarding SpiderCard sign up. Complete information on the One-Card is available at onecard.richmond.edu/.

Information Services - Library and Computing Resources

Library Resources

Boatwright Memorial Library, facing Westhampton Lake, is the main library. It includes collections and services for the humanities, social sciences, sciences, and business. Boatwright is also home to the Media Resource Center and the Digital Scholarship Lab. The Parsons Music Library is in the Modlin Center for the Arts. The Muse Law Library in the 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, not including those in the Law Library, consist of more than 500,000 volumes, access to more than 30,000 print and online journals, 64,000 electronic books, more than 230 online databases and a wealth of resources in media such as 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 library catalog (library.richmond.edu) provides access to the collections. 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.

The libraries offer group and individual instruction in using these resources effectively. Group instruction is offered in the Boatwright Computer Classroom and other locations. Individual assistance is available in person and online through various means described at library.richmond.edu/help/ask.html.

Boatwright Memorial Library offers a mix of study space suitable for individuals working alone or in groups as well as AV viewing/listening carrels and rooms and more than 120 computer workstations. Laptop computers are loaned for in-building use and connect to the University's wireless network. When classes are in session, the first and second floors of Boatwright Library are open 24 hours a day.

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 University's libraries are open to the entire campus community.

Boatwright Library is also home to the Eight Fifteen at Boatwright coffee shop.

Computing Facilities

The University of Richmond is committed to preparing students to work in technology- and information-centered environments. Toward that end the University provides computers, software, and specialized equipment for student use in labs, public areas, classrooms, and residence hall lounges. There are over 900 personal computers available to students in general-purpose and discipline-specific computing spaces across the campus. Each student in the residence halls has his or her own wired network connection; in addition, the campus is blanketed with a high-speed 802.11g wireless network that provides students, faculty, staff, and guests with secure access to a wealth of resources.

The University maintains a robust network infrastructure. A wireless network supports mobile computing in every building on campus, and provides coverage in most outdoor locations and public gathering spaces. Information Services keeps University-owned systems loaded with up-to-date versions of the latest software tools and anti-virus software. All users must have an active University computer account to log into any lab machine. To help ensure the security of our systems and network, passwords must be changed each semester in order to maintain an active account. Refer to the Policies for Responsible Computing posted on the Information Services Policies Web page for guidelines regarding the use of University-provided technology resources.

The ground floor of Jepson Hall houses many computing resources, including a general purpose computer lab with a total of 30 workstations; five PC classrooms with full multimedia capabilities; and two computer classrooms running Windows, Linux, and Unix designated for use by the math and computer science department. When classes are not in session, the Jepson Hall computer classrooms are open for student use. Jepson Hall is also the location of the Computer Help Desk, a resource that provides assistance with computing-related issues for the entire campus. A listing of the current hours of operation for all of these resources may be found on the Information Services Web page.

The Technology Learning Center (TLC) is a unique resource located on the third floor of Boatwright Memorial Library. It is devoted to servicing the multimedia needs of students, faculty, and staff. This area offers 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 also are available. In addition, the TLC contains a photography studio and a small recording studio. The TLC also supports media production in the Media Resource Center on the second floor of Boatwright Library. Most importantly, the TLC is staffed by professionals and well-trained student assistants. Students not only have access to the hardware and software, but also to experts who can help them effectively use the specialized tools. Technology training is offered to students, faculty, and staff in a variety of formats, including books and CDs available in the TLC and searchable through the Library catalog; online video tutorials; technology training classes offered throughout the school year; and one-on-one training sessions available through appointments at the TLC. TLC hours of operation and current technology training classes may be found on the Information Services Web page at is.richmond.edu.

International Students and Study Abroad

The Office of International Education, located in Puryear Hall, serves all students, undergraduate and graduate, in arts and sciences, business, leadership studies, continuing studies, and law. It offers advising on study abroad opportunities and procedures, and a wide variety of services for international students: orientation, visa, work, and health insurance, as well as cultural and social activities.

Multicultural Affairs

The mission of the Office of Multicultural Affairs is to support the on-going enrollment and retention of ethno-culturally and social-culturally diverse American students, and promote a campus climate that celebrates diversity. Working in collaboration with a variety of other offices and departments campus wide, the Office of Multicultural Affairs develops, implements, and advocates for programs that are designed to enhance the overall personal development and growth of University students.

Official University Communications

The University of Richmond uses e-mail as an official means of communication within the University. Examples include notification of financial aid, tuition bills, academic or disciplinary action, instructor feedback, and correspondence from University offices. Students are required to activate their @richmond.edu e-mail account and to check it regularly. Students are responsible for reading the content of University communications sent to their e-mail account. If students choose to forward their University e-mails to an external e-mail provider, they are responsible for ensuring that the external e-mail account remains active.

Parking Services

The University of Richmond Parking Services strives to provide adequate, safe and accessible parking for faculty, staff, students and visitors to the University. To achieve this goal, Parking Services requests that all vehicles, including motorcycles and mopeds, be registered. Vehicles may be registered in person at the Parking Services' office or online at police.richmond.edu/parking/index.html. All vehicles on campus must be properly licensed, inspected and insured. Vehicles may be removed from campus if not registered with Parking Services. Parking Rules and Regulations can be found at the Parking Services' website and a copy of the regulations will accompany all permits.

Recreation and Wellness

The mission of the Department of Recreation and Wellness is to enhance the lives of its members by providing quality recreational and educational programs in an environment that promotes healthy lifestyles, academic productivity, and personal growth.

The Weinstein Center for Recreation and Wellness provides a comprehensive facility that includes a two-level fitness and wellness center, three-court gymnasium with an elevated walking and jogging track, two multipurpose rooms, pool, game room, and racquetball and squash courts, as well as locker room and sauna facilities. Participants have the opportunity to experience a full range of cardio and strength equipment, in addition to a wellness resource center and computer lab. Outdoor playing fields and lighted basketball and sand volleyball courts are available for recreational use. Thirteen tennis courts, a 400-meter track, and cross country trails are also available for recreational use when not scheduled for intramurals, intercollegiate athletics, or special events. The campus recently added an 18 hole disc golf course available for recreational use.

The fitness and wellness program offers group exercise, indoor cycling, and other fitness programs throughout the day. In addition, special screenings, assessments, and services are offered to address health and wellness topics. Services often include massage therapy, personal training, cholesterol screenings, blood pressure checks, and fitness assessments.

The intramural sports program offers a wide range of major and minor sports at a variety of skill levels. More than 25 sport clubs provide student leadership opportunities as well as competitive options for students who are not part of the varsity athletic program. The Natural High and Outdoor Adventure programs offer activities and trips throughout the year, often including whitewater tubing and rafting, camping, skiing, rock climbing and hiking. The Odyssey high ropes course is one component of a much larger and long term departmental goal for developing a comprehensive Outdoor Experiential Education program.

For more information about recreation and wellness programs or the Weinstein Center, please visit recreation.richmond.edu or call Member Services at (804) 289-8361.

Spiritual Life

This mission of the Office of the Chaplaincy is Inspiring Generous Faith; Engaging the Heart of the University.

The Office of the Chaplaincy consists of five full-time staff members and eighteen affiliated campus ministers. Together, we focus on five strategic goals to advance our mission:

- Creating structures of inclusion for the diversity of faith traditions present on campus.
- Including our eighteen partner campus ministries more robustly in the mainstream of campus life.
- Providing pastoral care to all members of the university community, particularly students.
- Developing programming for students to pursue spiritual renewal, reflection, and critical engagement with their own experience and that of others.
- Animating conversations of meaning across many lines of difference to cultivate our highest ideals of responsible living and learning.

Some of our yearly highlights include the Pilgrimage program to Israel; our Multifaith Student Council; the Weinstein-Rosenthal Forum on Faith, Ethics, and Global Society; our One Book, One Campus program; our Consider This dinner series; the annual Iftar, Seder, Thanksgiving, and December Candlelight services.

In addition, a wide range of worship and fellowship opportunities are offered such as weekly Catholic Mass; Kairos, a Christian contemplative service; Shabbat services; Muslim prayer; and Zen Meditation. Additional worship and study opportunities are offered through our campus ministry team.

Visit our website for detailed information: chaplaincy.richmond.edu.

The Office of the Chaplaincy is located in the Wilton Center, between Cannon Memorial Chapel and Tyler Hanes Commons. We look forward to meeting you.

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, women's health, men's health, allergy shots, and immunizations. The telephone number is (804) 289-8064 and FAX is (804) 287-6466. Students and parents are encouraged to visit the Health Center's website for general information and timely messages: healthcenter.richmond.edu and the Health Center can be reached by e-mail at healthcenter@richmond.edu.

Rather than walking in without an appointment, students are encouraged to call and speak with a registered nurse about their concerns through the Dial-A-Nurse system (call 804-289-8700 for the Dial-A-Nurse). After evaluating the history and symptoms of the illness, the nurse will advise the most appropriate treatment. If indicated after the Dial-A-Nurse evaluation, an appointment will be made. Appointments may be made for annual gynecological examinations, doctor-requested follow-up visits, allergy shots, immunizations, and PPD tests by calling (804) 289-8064.

All full time students are eligible for the services provided by the Student Health Center. (School of Continuing Studies students are not eligible.) The cost 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.

The Student Health Center does not accept insurance assignments. This means we will not bill a patient's insurance company. Any charges incurred at the time of visit will be billed through student accounts or may be paid by check, cash, or Spider Card. The patient will be provided with a medical encounter form itemizing all charges and containing all necessary information to submit for insurance reimbursement.

Information regarding hours of operation, descriptions of services, details of allergy shot procedure, billing and insurance questions, medical information, community facilities, medical referrals, and helpful links can be found on the Health Center's website.

Virginia law mandates that each student submit an immunization record and tuberculosis screening status prior to enrollment. In compliance with this requirement, the immunization record is included in the health history form provided to entering students and is to be returned to the Student Health Center.

All communications between student and Health Center staff are strictly confidential. Information will not be released from the Student Health Center without the patient's prior approval except in an emergency or by court order.

Student Identification Number

In an effort to better protect the privacy of each member of the University of Richmond community, the University uses randomly generated ID numbers for each student, employee, faculty member, and alumni. 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 ID number also will 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.

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 process 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 to comply 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 disrupts or interferes with the educational processes, 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 that 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 need be, legal action. Disciplinary action may range from disciplinary warning up to and including suspension or expulsion from the University. Sanctions 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 thereof is readily available in the Student Handbook for 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 on occasion 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. Each member of the University community is encouraged to make risk-aware choices regarding the consumption of alcohol or the use of other psychoactive drugs. Members of the campus community who choose to use such drugs are expected to consider the risks of harm to self, others, and the community-at-large. To mitigate the harmful behavior associated with such drugs, the University has established policies to eliminate the use of illicit drugs and to limit the consumption of alcoholic beverages on campus. It is our individual responsibility to understand and abide by the regulations as defined by the University, the Commonwealth of Virginia, and the federal government governing the use and distribution of alcohol and other drugs. These regulations apply to all members of the University community and its guests and visitors. Persons who infringe upon the rights of others, break the law, conduct themselves in a disorderly manner, or damage University property are accountable for their actions. Such persons are subject to University disciplinary sanctions (up to and including removal from this community) and/or criminal action. Such harmful behavior is absolutely at variance with the mission of the University. Because the University of Richmond strives to achieve a healthy living and learning environment, the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on the University's property, or as a part of its activities, is prohibited.

More information about the University's alcohol and drug policy can be found online at studentdevelopment.richmond.edu/common/PDF/UR_Alcohol_Policy.pdf

University Police

The University of Richmond Police Department, a nationally accredited police department, is committed to providing a safe and secure environment for our students, faculty, staff, and visitors. The University of Richmond Police Department provides 24-hour uniformed response to calls for service, provides routine and directed patrol activities, performs vehicular crash investigation, and investigates criminal offenses. Additionally, all police officers are Red Cross First Responder/CPR-certified. Uniformed security officers also assist with building security and other calls for service as needed. All crimes that occur on campus should be reported to the University Police in person or by calling 911, (804) 289-8911 or (804) 289-8715. More information about the police department, including crime statistics, can be found online at police.richmond.edu.

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics

University of Richmond is committed to assisting all members of the university community in providing for their own safety and security. The annual security and fire safety compliance document is available on the University of Richmond website at oncampus.richmond.edu/administration/police/craa/.

If you would like to receive a copy of the security and fire safety report which contains this information, you can stop by the University Police Department at Special Programs Building, #31 UR Drive, University of Richmond, VA 23173 or you can request a copy be mailed to you by calling (804) 289-8722.

The website and document contain information regarding campus security and personal safety including topics such as: crime prevention, University police law enforcement authority, crime reporting policies, disciplinary procedures and other matters of importance related to security on campus. They also contain information about crime statistics for the three previous calendar years concerning reported crime that occurred on campus, in certain off-campus buildings or property owned or controlled by University of Richmond, and on public property within, or immediately adjacent to and accessible from the campus.

This information is required by law and is provided by the University of Richmond Police Department.

Confidentiality/Privacy Rights/Right to Know

University of Richmond procedures and the Family Educational Rights and Privacy Act (FERPA) 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 an athletic team; and photograph. A full list of information considered directory information is available on the Office of the University Registrar's Web page at oncampus.richmond.edu/academics/registrar/policy/ferpapolity.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. These rights include:

1. Access to Education Records: students have the right to inspect and review their education records within 45 days of the day the University receives a written request for access. Students should submit their request to the Office of the University Registrar and specify the record(s) they wish to inspect. Arrangements will be made for access and the student notified of the time and place where the records may be inspected.
2. Request for Amendment of Education Records: students have the right to request amendment of their education records if they believe the records are inaccurate. They should write the University Registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding hearing procedures will be provided to the student when notified of the right to a hearing.
3. Disclosure of Education Records: students have the right to consent to disclosures of personally identifiable information contained in 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 educational interest. A school official is a person employed by the University in an administrative, supervisory, academic, 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 a 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.

Upon request, the University discloses records without consent to officials of another school in which a student seeks or intends to enroll.

4. Right to File a Complaint: Students have 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 is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-4605

The University's complete policy statement can be found on the University Registrar's Web page at registrar.richmond.edu/ferpa/statement/index.html.

NOTE: Because of the access afforded by a University ID, this number is not considered directory information and will not be released without a student's consent except in situations as listed above. Students should treat the University ID as confidential; it should be protected and not carelessly shared with others. It will be used for a student's entire time at the University of Richmond, so it should always be treated in a confidential manner.

Right To Know

In accordance with the Student Right To Know and Campus Security Act, the University of Richmond makes graduation rates available to all current and incoming students. These figures can be found at: oir.richmond.edu/Factbook.htm

Financial Affairs

Tuition

For 2012-2013, the tuition for graduate business program students taking fewer than nine hours is \$1,230 per semester hour; tuition for graduate business students taking nine or more semester hours is \$18,675 per semester.

Students in the Opening Residency or Capstone programs may take up to 9 credit hours, in that semester, at the part time rate of \$1,230 per semester hour.

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 Student Accounts, phone (804) 289-8147 or (866) 241-8893 (toll free) or e-mail 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.

Fees are electronically invoiced. To avoid incurring a late-payment fee, delays in registration and other areas, individuals are urged to pay fees when due.

Students receive monthly e-mail notifications to their UR e-mail address with the subject line "University of Richmond Electronic Invoice/Statement" and a link to QuikPAY. The student's University of Richmond ID number is used for authentication. Students can also access their account through BannerWeb. Upon login, students may view invoices, set up and store bank account or credit card information, set up authorized payers, pay invoices electronically, and print paper copies.

The student may authorize others to view the invoice as an authorized payer. Each invoice cycle, the student and the authorized payer will receive an e-mail notification that the electronic invoice has been sent with a link to the QuikPAY login page.

Tuition payment options include:

1. Cash
2. Check, payable to the University of Richmond
3. The University of Richmond accepts MasterCard, Discover and American Express via QuikPAY. Visa is not currently accepted. A vendor fee of 2.75% of the amount charged will be charged to your credit card account for this service. Electronic checks, at no cost to the payer, are also accepted at this site.
4. e-Check is an optional feature. Checking and savings account information from a bank within the United States can be entered at the QuikPAY website and payments will be transferred electronically to the University of Richmond for no fee. You will have the option to have the site retain your bank account information or you may enter it each time you make an e-Payment.

Only authorized payers are able to view their own payment and bank information. Each authorized payer is assigned a separate PIN number for added security and privacy.

Electronic payment is the preferred payment method, but is optional. Payment may be mailed or made in person at the Cashier's Office in Sarah Brunet Hall. To send a check or money order through the mail to the university, please print a copy of the PDF invoice detach the bottom portion of the statement and mail with the payment (payable to the University of Richmond with your UR ID number printed clearly on the check) to: University of Richmond, 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, and/or the withholding of transcripts.

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. By registering for classes you are acknowledging receipt of this information and your acceptance of the associated responsibilities.

Mail all correspondence regarding your student account to the Bursar's Office:

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. Failure to attend class does not constitute a withdrawal. 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.

The amount of the refund is based on the date that the written withdrawal notification is received in the Office of the Dean. Any special fee associated with a particular course is non-refundable after the first day of term.

Refund Schedule (Spring and Fall Semesters Only)

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

Refund Schedule (Summer Sessions Only)

Withdrawal on or before the first day of term	100%
Withdrawal during the first week of term	50%
Withdrawal during the second week of term	25%
Withdrawal during the third week of term	25%
Withdrawal after the third week	None

Appeals Process

The University of Richmond has an appeals process for students and parents who believe individual circumstances warrant exceptions from published policy. A student or parent has six weeks from the time of withdrawal to appeal the University's refund policy.

All appeals must be in writing and directed to:

Annemarie Weitzel
Bursar's Office, Box R
University of Richmond, Virginia 23173.

bursar@richmond.edu

Financial Aid

The University of Richmond offers graduate students various forms of financial assistance from federal and institutional resources. Financial aid recipients must be enrolled or unconditionally accepted for enrollment on at least a half-time basis in a degree program at the University. Details on the specific aid programs are outlined below. For more information, contact the Financial Aid Office (telephone: (804) 289-8438, email: finaid@richmond.edu, or financialaid.richmond.edu/grad/index.html).

Graduate Assistantships

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

Federal Loans

The Federal Direct Loan program allows graduate students to borrow federal loans to assist with educational expenses. Students must be U.S. citizens or permanent residents, be enrolled at least half-time, and be making satisfactory academic progress.

The Free Application for Federal Student Aid (FAFSA) and the appropriate Federal Direct Loan application must be filed at least six weeks prior to the start of the term. Visit financialaid.richmond.edu/grad/loans.html or contact the Financial Aid Office at (804) 289-8438 or finaid@richmond.edu for more information and applications.

Student Employment

On-campus employment opportunities may be available to graduate students enrolled at least half-time through the Federal Work-Study program (FWS) or the University Work Program (UWP). FWS is a need-based program. Students interested in this program must complete the FAFSA and demonstrate eligibility for need-based aid. The UWP program is available to students who do not apply for or qualify for need-based aid. For more information and for job opportunities, please visit the student employment website at studentjobs.richmond.edu or contact the Financial Aid Office at (804) 289-8438 for more information.

Veterans Benefits

Students eligible to receive tuition benefits administered by the U.S. Department of Veterans Affairs (VA) must apply for benefits through the VA. Students should forward Certificates of Eligibility to the Veterans Certifying Official, Registrar's Office, University of Richmond, VA 23173 to have enrollment certified. In addition to the tuition benefits

offered under the Post 9/11 GI Bill program, the University participates in the Yellow Ribbon program. For details regarding eligibility for the Yellow Ribbon program at Richmond, go to financialaid.richmond.edu/yellowribbon.html.

Satisfactory Academic Progress

According to federal regulations and University of Richmond (UR) policy, students must maintain Satisfactory Academic Progress (SAP) to receive federal and institutional financial aid. Some private loan programs also require SAP. Evaluation of students' progress for financial aid purposes is made annually at the end of the spring term to determine financial aid eligibility for the following year (summer term, fall term, and spring term). When assessing SAP, the University will review all terms of enrollment at UR as well as transfer work accepted toward UR degree requirements, whether or not the student received financial aid during those terms.

The standards of academic progress outlined here are solely for the purpose of evaluating eligibility to continue receiving federal financial aid. They do not replace or modify academic standards required for continued enrollment at the University of Richmond. The effect of incomplete coursework, withdrawals, and course repetitions impacts SAP in the following ways:

- Incomplete coursework is not included in the GPA or in the number of credits earned but is counted as attempted credit.
- Courses from which a student withdraws are not included in the GPA or in the number of credits earned but are counted as attempted credit.
- Repeated courses are counted only one time as earned credits. However, credits for each course taken, including all repeated courses, are counted as attempted credit. Both grades will be calculated in the cumulative GPA.

At the end of the spring term, Graduate Business students must meet both of the following requirements:

- Have completed 67% of all attempted coursework, (including transfer work and pass/fail courses) AND
- Have achieved a cumulative grade point average of at least a 3.0

In addition, students must complete degree requirements within the 150% maximum timeframe allowed. That is, as the MBA degree program requires 54 hours to complete, the maximum number of hours attempted to complete the program cannot exceed 81 hours, including transfer work and pass/fail courses. Successful completion of a class means receiving one of the following grades for the class: A, B, C, D.

Students not meeting the SAP requirements for federal financial aid at the end of the spring term will not be eligible for any additional federal financial aid until the standards are met. Denial of aid under this policy may be appealed by the student, in writing, to the Director of Financial Aid within 30 days of notification that the student is no longer eligible for aid. Appeals will be considered for the following circumstances: the death of a relative of the student; an injury or illness to the student; or other special circumstances. A student's request must include information regarding why the student is not meeting the SAP standards and what factors have changed that will allow the student's academic progress to improve by the next evaluation.

Successful appeals will lead to one of two SAP statuses: Financial Probation or Eligible for Financial Aid. A student may be placed on 'Financial Probation' for the subsequent term if it is determined that he/she can regain eligibility after one term. A student may be found 'Eligible for Financial Aid' based on an academic plan that outlines future academic progress for the student as established by the Director of Financial Aid. The student will be notified of their SAP status based on the merits of the appeal. If the appeal is not granted, the student will be notified of the decision and will be financially responsible for their educational expenses.

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 Financial Aid When a Student Withdraws

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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, Federal PLUS Loans, Federal Teach Grant and the Iraq and Afghanistan Service Grant.

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). Adjustments must only be done up to and including 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. For grants, regulations limit the amount a student must repay to the amount by which the original overpayment amount exceeds 50 percent of the total grant funds received by the student. Title IV loan 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 Direct Stafford Loans, Subsidized Direct Stafford Loans, Perkins 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, TEACH Grant for which a return of funds is required, and the Iraq and Afghanistan Service Grant 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, nonfederal 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 advisor to review the impact that their withdrawal will have on their institutional charges and on their financial aid for the semester.

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 graduate business 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 registrar.richmond.edu 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 (add/drop) according to the published schedule. Students must contact the MBA Office to add/drop a class after registration has closed. 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 graduate business office promptly.

Limits of Work

A part-time graduate business 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 16 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, and any provision for makeup, 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.

Religious Observance Policy

The University is a secular institution that values a diversity of religious expression. The University is also an active community with a wide range of personal commitments and academic and extracurricular activities.

Planning for academic and extracurricular activities should be done with sensitivity to the diverse religious commitments of the community and an awareness of religious holidays. Scheduling large-scale, one-time academic or extra-curricular events on a religious holiday should be avoided whenever possible.

Any student may be excused from class or other assignments because of religious observance. A student who will miss an academic obligation because of religious observance is responsible for contacting his or her professor within the first two weeks of the semester. The student is responsible for completing missed work in a timely manner.

Faculty are expected to be mindful of potential conflicts with religious observances and should make reasonable accommodations when students' religious practices conflict with their academic responsibilities.

The religious observance calendar is meant to serve as a scheduling guide. It lists significant holidays from the five largest global faith traditions. However, it is not comprehensive and students may choose to observe a holiday not included on the calendar.

The holidays listed at the beginning of this catalog are those which occur during the academic year when the University is open.

Credits and Grades

The graduate business programs use 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 calculated by dividing the total number of grade points earned by the total number of GPA units. The grade point average is represented to two significant decimal figures and truncated, not rounded. 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 midterm 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 Credits 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 a graduate business 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.

Students who are employed full-time may take one or two courses per semester. A full-time employee wishing to take three courses in a given semester must first obtain the appropriate form from the Graduate Studies Office. An approval signature is required from each professor before the student can enroll in three courses.

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 graduate business 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 Graduate Business Programs
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 Graduate Business Program Office directly from the institution giving the instruction.

Withdrawal from the University

Students who plan to withdraw from the University of Richmond must submit an official withdrawal letter to their Dean. The Dean's Office will notify the appropriate offices of the student's withdrawal from the University of Richmond including the actual withdrawal date.

Academic Records and Transcripts

Grades are available through BannerWeb. Students may also check grade changes, incomplete makeups 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 Graduate Business Program 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 following graduate programs Master of Business Administration (MBA) degree through two options

1. The Master of Business Administration program
2. 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 51 full-time school of business faculty members, 96 percent of whom possess terminal degrees.

Mission Statement

The mission of the Robins School of Business is to develop an active learning community in which teaching, scholarship, and service are integrated to stimulate intellectual inquiry as the foundation for responsible leadership in the global business environment. In order to teach in the graduate business 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 graduate business programs are dynamic, challenging, and practical.

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. Of the 54 required hours, the MBA candidate must complete at least 42 semester hours of applicable graduate-level coursework at the University of Richmond and must 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 or by the first Friday in February for the coming December commencement. The graduate degree application form is available on BannerWeb under Student Services or in the Graduate Business Programs Office.

Degrees are awarded in person except by the decision of the University not to do so. A student who expects to graduate 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 and December 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.

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 program 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 student-centered approach to learning

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 an acceptable grade point average (GPA) on all college and university work
- 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 at mba.com.

Note: Students whose native language is not English, or whose collegiate-level instruction was not in English, must also earn a score of at least 600 on the paper-based, 250 on the computer-based, or 100 on the Internet-based Test of English as a Foreign Language (TOEFL). Information about the TOEFL may be obtained from the Educational Testing Service, Princeton, NJ 08541 or toefl.org.

Applicants for the MBA are expected to have at least two years of relevant work experience after completion of the baccalaureate degree. The two-year work experience requirement is waived for JD/MBA students. Before an applicant will be considered for admission, the following documents must be on file in the graduate business 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 U.S. Citizenship and Immigration 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. Current resume

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 in both the spring and fall semesters. All application materials must be in the MBA Office by the deadline posted on the MBA webpage to be considered for admission for the upcoming spring or fall semester. The address for all application materials is

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

Curriculum 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 in 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.

Full-time students are eligible to apply for a graduate assistantship.

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.

Requirements

The MBA degree program is divided into six parts: pre-course instruction, 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 instruction 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 11 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.

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 will complete an online, self-study program in two business disciplines. The MBA office will specify the areas of study. Students must successfully pass an exam for each program.

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 in August, prior to the start of fall classes. 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 545 Strategic Resource 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 is an intensive, in-depth, project-based experience that produces an understanding of a country or region and the unique issues that it faces.

Four Elective Courses

The four elective courses provide an opportunity for students to further skills and knowledge in areas of personal interest.

Capstone Project

MBA 590 Capstone Project

A project relating to a local company or organization is developed by each student or, in some cases, by two students working together. A strategic issue is researched and analyzed with a recommended solution presented to senior management and a supervising business school professor. 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 elective courses for the MBA elective 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.

Courses

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 students analyze a "live case" on a topic of relevant strategic importance. The residency ends with a case competition among the student teams, judged by University faculty and selected executives from the case company 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

Semester Hour(s): 3

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.

Semester Hour(s): 3

MBA 504 Statistical Analysis for Business

Addresses 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.

Semester Hour(s): 3

MBA 506 Economics for Managers

Examines 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(s): MBA 504

Semester Hour(s): 3

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.

Semester Hour(s): 3

MBA 509 Selected Topics in Economics

Prerequisite(s): MBA 506

Semester Hour(s): 3

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 longterm 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(s): MBA 501

Semester Hour(s): 3

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(s): MBA 510

Semester Hour(s): 3

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.

Prerequisite(s): MBA 510 and MBA 512

Semester Hour(s): 3

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(s): MBA 510

Semester Hour(s): 3

MBA 517 Selected Topics in Accounting

Prerequisite(s): MBA 501

Semester Hour(s): 3

MBA 519 Selected Topics in Finance

Prerequisite(s): MBA 510

Semester Hour(s): 3

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.

Semester Hour(s): 3

MBA 529 Selected Topics in Marketing

Prerequisite(s): MBA 520

Semester Hour(s): 3

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 the foundation needed for managing performance, quality, and operations.

Semester Hour(s): 3

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(s): MBA 530

Semester Hour(s): 3

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.

Prerequisite(s): MBA 510

Semester Hour(s): 3

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(s): MBA 530

Semester Hour(s): 3

MBA 536 New Venture Creation

Uses 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.

Prerequisite(s): MBA 510 and 530

Semester Hour(s): 3

MBA 539 Selected Topics in Management Systems

Prerequisite(s): MBA 530

Semester Hour(s): 3

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.

Semester Hour(s): 3

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.

Semester Hour(s): 3

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.

Semester Hour(s): 3

MBA 551 Global IT Leadership & Decision Making

Focuses on the international business knowledge-base essential for IT executives and managers with decision-making responsibilities in corporations across the globe. IT decisions in globally-integrated companies will increasingly be influenced by worldwide political, economic, cultural and regulatory trends. Globally distributed decision making, convergence of information systems, integrated supply chains, and electronic collaboration will provide competitive opportunities, as well as challenges, for companies and countries. Case studies, student activities and a research project will be incorporated.

Prerequisite(s): MBA 550

Semester Hour(s): 3

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 issues that it faces. The residency will consist of travel abroad and 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 students upon their return to the U.S. The project will begin prior to departure, developed during the residency, and completed after the residency. A presentation of the final project report is required.

Prerequisite(s): MBA 506, 510, and 520

Semester Hour(s): 3

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.

Semester Hour(s): 3

MBA 587 Independent Study

Semester Hour(s): 3

MBA 590 Capstone Project

A project relating to a local company or organization is developed, researched, and analyzed, with a recommended solution presented to senior management and a supervising business school professor. Each project is completed by one student working independently, or occasionally by a team of two students. The project will incorporate the total learning experience of the program.

Prerequisite(s): MBA 580

Semester Hour(s): 3

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Anne E. Tessier, *Vice President, Enrollment Management*

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Joseph R. Boehman, *Dean, Richmond College*
Uliana F. Gabara, *Dean, International Education*
Juliette L. Landphair, *Dean, Westhampton College*
James L. Narduzzi, *Dean, School of Continuing Studies*
Sandra J. Peart, *Dean, Jepson School of Leadership Studies*
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Thomas J. Cosse, *Associate Dean for International Programming, The E. Claiborne Robins School of Business*
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Robert H. Nicholson, *Associate Dean for Undergraduate Business Programs, The E. Claiborne Robins School of Business*

Terry Price, *Associate Dean for Academic Affairs, Jepson School of Leadership Studies*
Dr. Vincent Wei-cheng Wang, *Associate Dean, School of Arts and Sciences*

Faculty of the Robins School of Business

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

Arnold, Thomas M., *Associate Professor of Finance;*

2003 B.A. (LaSalle University), M.S. (Temple University), Ph.D. (University of Georgia)

Ashworth, D. Neil, *Professor of Management;*

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)

Bosse, Douglas A., *Assistant Professor of Management;*

2006 B.S. (Miami University), M.B.A., Ph.D. (Ohio State University)

Clikeman, 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)

Cossé, Thomas J., *Professor of Marketing and International Business Studies, and Associate Dean for International Business Programs;*

1975 B.S.B.A. (University of Southwestern Louisiana), M.B.A., Ph.D. (University of Arkansas)

Coughlan, Richard S., *Senior Associate Dean for Robins School of Business;*

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., *Professor of Economics and the Rigsby Fellow in Economics;*

2003 A.B. (Ohio University), M.A., Ph.D. (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;*

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;*

1981 B.B.A., M.S.B.A. (University of Massachusetts at Amherst), Ph.D. (Arizona State University)

Eynan, Amit, *Professor of Management and The CSX Chair in Management and Accounting;*

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., *Instructor of Accounting;*

1994 B.S., M.B.A. (University of Richmond)

Fishe, Raymond P. H., *Professor of Finance and the Patricia A. and George W. Wellde, Jr. Distinguished Chair in Finance;*

2003 B.S.B.A., Ph.D. (University of Florida)

Geiger, Marshall A., C.P.A., *Professor of Accounting;*

2000 B.S.B.A. (Bloomsburg University of Pennsylvania), M.S., Ph.D. (Pennsylvania State University)

Harrison, Jeffrey S., *Professor of Management and the W. David Robbins Chair in Strategic Management;*

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