Santa Clara University

Thomas and Dorothy Leavey
School of Business
Graduate Programs

2014-2015
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Welcome from the Dean

At Santa Clara University’s School of Business, our mission is to transform your future by opening doors and creating opportunity. We combine a rich educational tradition, a renowned faculty, and unparalleled connections to the most innovative companies in the world to create a unique learning environment. The Santa Clara Advantage is:

Our Jesuit Tradition
For nearly 500 years, the Society of Jesus has been dedicated to offering an education that promotes the Common Good. At Santa Clara, our students learn to balance the economic, social, and ethical consequences of their decisions.

Knowledge and Values
Business leaders need to understand the values that guide our society and apply those values when making decisions. These principles are at the core of the Business School’s curriculum.

Ingenuity and Innovation
Santa Clara University is at the center of the most innovative commercial region in the world. Our geography is our laboratory to explore the elements of business success, helping students discover and leverage their own ingenuity.

Theory and Practice
With a firm grasp of both theory and practice—what should be done as well as how to get it done—our graduates bring skills, insight, and confidence to every business decision.

Teachers and Scholars
The faculty at the Leavey School of Business includes renowned scholars who are also celebrated teachers. These committed instructors and dedicated researchers create the knowledge that is the foundation of modern business education.

Santa Clara’s Business School is looking for students to lead the next wave of business innovation and economic growth. With a Master’s degree from Santa Clara University, you can turn your ambition, enthusiasm, and optimism into action that will make a real difference in our community and around the world.

Welcome!

S. Andrew Starbird, Ph.D.
Dean
Professor, OMIS
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event/Deadline/Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 15</td>
<td>F</td>
<td>Last day to petition for graduate degrees to be conferred in December 2014</td>
</tr>
<tr>
<td>Aug 18-22</td>
<td>M-F</td>
<td>Fall registration period for returning students</td>
</tr>
<tr>
<td>Sept 1</td>
<td>M</td>
<td>Open enrollment period begins</td>
</tr>
<tr>
<td>Sep 1</td>
<td>M</td>
<td>Labor Day; administrative holiday</td>
</tr>
<tr>
<td>Sep 15</td>
<td>M</td>
<td>Late registration; $100 fee if no previous enrollment</td>
</tr>
<tr>
<td>Sep 15</td>
<td>M</td>
<td>Drop/Swap fee begins; $50 per course</td>
</tr>
<tr>
<td>Sep 21</td>
<td>Su</td>
<td>Tuition and fee payment due for fall quarter</td>
</tr>
<tr>
<td>Sep 22</td>
<td>M</td>
<td>Classes begin</td>
</tr>
<tr>
<td>Sep 27</td>
<td>Sa</td>
<td>Saturday classes begin</td>
</tr>
<tr>
<td>Sep 28</td>
<td>Su</td>
<td>Last day to withdraw from classes with full refund or add a class*</td>
</tr>
<tr>
<td>Oct 5</td>
<td>Su</td>
<td>Last day to withdraw from classes with 50% refund*</td>
</tr>
<tr>
<td>Oct 10</td>
<td>F</td>
<td>Last day to submit incomplete Spring 2014 and Summer Session 2014 work to faculty</td>
</tr>
<tr>
<td>Oct 12</td>
<td>Su</td>
<td>Last day to withdraw from classes with 25% refund*</td>
</tr>
<tr>
<td>Oct 13-19</td>
<td>M-Su</td>
<td>Winter registration period for returning students</td>
</tr>
<tr>
<td>Oct 17</td>
<td>F</td>
<td>Last day to drop classes without a W (no tuition refund)</td>
</tr>
<tr>
<td>Oct 17</td>
<td>F</td>
<td>Last day for faculty to remove Spring 2014 and Summer Session 2014 incompletes</td>
</tr>
<tr>
<td>Nov 7</td>
<td>F</td>
<td>Last day to drop classes with a W</td>
</tr>
<tr>
<td>Nov 24-28</td>
<td>M-F</td>
<td>Thanksgiving recess; academic holiday</td>
</tr>
<tr>
<td>Nov 27-29</td>
<td>Th-Sa</td>
<td>Thanksgiving; administrative holiday</td>
</tr>
<tr>
<td>Dec 5</td>
<td>F</td>
<td>Classes end</td>
</tr>
<tr>
<td>Dec 6</td>
<td>Sa</td>
<td>Saturday classes final exam or last class session (if no final exam required)</td>
</tr>
<tr>
<td>Dec 8-11</td>
<td>M-Th</td>
<td>Fall final examinations</td>
</tr>
<tr>
<td>Dec 15</td>
<td>M</td>
<td>Last day to petition for graduate degrees to be conferred in March 2015</td>
</tr>
<tr>
<td>Dec 17</td>
<td>W</td>
<td>Fall quarter grades due</td>
</tr>
<tr>
<td>Dec 21</td>
<td>Su</td>
<td>Tuition and fee payment due for winter quarter</td>
</tr>
<tr>
<td>Dec 24, 25</td>
<td>W-Th</td>
<td>Christmas recess; administrative holiday</td>
</tr>
<tr>
<td>Dec 31, Jan 1</td>
<td>W-Th</td>
<td>New Year's recess; administrative holiday</td>
</tr>
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</table>
## WINTER QUARTER 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 13-19</td>
<td>M-Su</td>
<td>Winter registration period for returning students</td>
</tr>
<tr>
<td>Oct 27</td>
<td>M</td>
<td>Open enrollment period begins</td>
</tr>
<tr>
<td>Dec 15</td>
<td>M</td>
<td>Last day to petition for graduate degrees to be conferred in March 2015</td>
</tr>
<tr>
<td>Dec 21</td>
<td>Su</td>
<td>Tuition and fee payment due for winter quarter</td>
</tr>
<tr>
<td>Dec 29</td>
<td>M</td>
<td>Late registration; $100 fee if no previous enrollment</td>
</tr>
<tr>
<td>Dec 29</td>
<td>M</td>
<td>Drop/Swap fee begins; $50 per course</td>
</tr>
<tr>
<td>Jan 5</td>
<td>M</td>
<td>Classes begin</td>
</tr>
<tr>
<td>Jan 10</td>
<td>Sa</td>
<td>Saturday classes begin</td>
</tr>
<tr>
<td>Jan 11</td>
<td>Su</td>
<td>Last day to withdraw from classes with full refund or add a class*</td>
</tr>
<tr>
<td>Jan 18</td>
<td>Su</td>
<td>Last day to withdraw from classes with 50% refund*</td>
</tr>
<tr>
<td>Jan 19</td>
<td>M</td>
<td>Martin Luther King Day; academic and administrative holiday</td>
</tr>
<tr>
<td>Jan 23</td>
<td>F</td>
<td>Last day to submit incomplete Fall 2014 work to faculty</td>
</tr>
<tr>
<td>Jan 25</td>
<td>Su</td>
<td>Last day to withdraw from classes with 25% refund*</td>
</tr>
<tr>
<td>Jan 30</td>
<td>F</td>
<td>Last day to drop classes without a W (no tuition refund)</td>
</tr>
<tr>
<td>Jan 30</td>
<td>F</td>
<td>Last day for faculty to remove Fall 2014 incompletes</td>
</tr>
<tr>
<td>Feb 2-8</td>
<td>M-Su</td>
<td>Spring registration period for returning students</td>
</tr>
<tr>
<td>Feb 14</td>
<td>Sa</td>
<td>No Saturday classes – President's Day holiday</td>
</tr>
<tr>
<td>Feb 15</td>
<td>Su</td>
<td>Last day to petition for graduate degrees to be conferred in June 2015</td>
</tr>
<tr>
<td>Feb 16</td>
<td>M</td>
<td>Presidents Day; academic and administrative holiday</td>
</tr>
<tr>
<td>Feb 20</td>
<td>F</td>
<td>Last day to drop classes with a W</td>
</tr>
<tr>
<td>Mar 11</td>
<td>W</td>
<td>Classes end</td>
</tr>
<tr>
<td>Mar 12</td>
<td>Th</td>
<td>Extra Monday/Wednesday class session</td>
</tr>
<tr>
<td>Mar 15</td>
<td>Su</td>
<td>Last day to petition for graduate degrees to be conferred in September 2015 and to “walk” in June commencement ceremony</td>
</tr>
<tr>
<td>Mar 16-19</td>
<td>M-Th</td>
<td>Winter final examinations</td>
</tr>
<tr>
<td>Mar 21</td>
<td>Sa</td>
<td>Tuition and fee payment due for spring quarter</td>
</tr>
<tr>
<td>Mar 21</td>
<td>Sa</td>
<td>Saturday classes final exam or last class session (if no final exam required)</td>
</tr>
<tr>
<td>Mar 25</td>
<td>W</td>
<td>Winter quarter grades due</td>
</tr>
</tbody>
</table>

## SPRING QUARTER 2015

<table>
<thead>
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<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Feb 2-8</td>
<td>M-Su</td>
<td>Spring registration period for returning students</td>
</tr>
<tr>
<td>Feb 13</td>
<td>F</td>
<td>Last day to petition for graduate degrees to be conferred in June 2015</td>
</tr>
<tr>
<td>Feb 16</td>
<td>M</td>
<td>Open enrollment period begins</td>
</tr>
<tr>
<td>Mar 21</td>
<td>Sa</td>
<td>Tuition and fee payment due for spring quarter</td>
</tr>
<tr>
<td>Mar 23</td>
<td>M</td>
<td>Late registration; $100 fee if no previous enrollment</td>
</tr>
<tr>
<td>Mar 23</td>
<td>M</td>
<td>Drop/Swap fee begins; $50 per course</td>
</tr>
<tr>
<td>Mar 30</td>
<td>M</td>
<td>Classes begin</td>
</tr>
<tr>
<td>Apr 3</td>
<td>F</td>
<td>Good Friday; academic and administrative holiday</td>
</tr>
<tr>
<td>Apr 4</td>
<td>Sa</td>
<td>Saturday classes begin</td>
</tr>
<tr>
<td>Apr 5</td>
<td>Su</td>
<td>Last day to withdraw from classes with full refund or add a class*</td>
</tr>
<tr>
<td>Apr 12</td>
<td>Su</td>
<td>Last day to withdraw from classes with 50% refund*</td>
</tr>
<tr>
<td>Apr 13-19</td>
<td>M-Su</td>
<td>Summer registration period for returning students</td>
</tr>
<tr>
<td>Apr 17</td>
<td>F</td>
<td>Last day to submit incomplete Winter 2015 work to faculty</td>
</tr>
<tr>
<td>Apr 19</td>
<td>Su</td>
<td>Last day to withdraw from classes with 25% refund*</td>
</tr>
<tr>
<td>Apr 24</td>
<td>F</td>
<td>Last day to drop classes without a W (no tuition refund)</td>
</tr>
<tr>
<td>Apr 24</td>
<td>F</td>
<td>Last day for faculty to remove Winter 2015 incompletes</td>
</tr>
<tr>
<td>May 15</td>
<td>F</td>
<td>Last day to petition for graduate degrees to be conferred in September 2015</td>
</tr>
<tr>
<td>May 21</td>
<td>Th</td>
<td>Tuition and fee payment due for summer quarter</td>
</tr>
<tr>
<td>May 25</td>
<td>M</td>
<td>Memorial Day; academic and administrative holiday</td>
</tr>
<tr>
<td>Jun 4</td>
<td>Th</td>
<td>Classes end</td>
</tr>
<tr>
<td>Jun 6</td>
<td>Sa</td>
<td>Saturday classes final exam or last class session (if no final exam required)</td>
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<tr>
<td>Jun 8-11</td>
<td>M-Th</td>
<td>Spring quarter examinations</td>
</tr>
<tr>
<td>Jun 12</td>
<td>F</td>
<td>Graduate commencement</td>
</tr>
<tr>
<td>Jun 17</td>
<td>W</td>
<td>Spring quarter grades due</td>
</tr>
</tbody>
</table>
The EMBA calendar is available from the program director.

All dates are inclusive.

Registration dates are subject to change.

*Registration holds must be cleared with the appropriate office by 5 p.m. on Friday when an eCampus deadline to add or drop a class falls on a Sunday.

Some quarter courses meet on alternate schedules. Specific class times will be announced with each quarter's registration information.

**Fall, Winter, and Spring Refund Policies**
www.scu.edu/bursar/refunds/gradrefund_policy.cfm

**Summer Refund Policies**
www.scu.edu/bursar/refunds/summer_refund_policy.cfm

<table>
<thead>
<tr>
<th>SUMMER QUARTER 2015</th>
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<tbody>
<tr>
<td>Apr 13-19 M-Su</td>
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<tr>
<td>Apr 29 W</td>
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<tr>
<td>May 15 F</td>
</tr>
<tr>
<td>May 21 Th</td>
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<tr>
<td>Jun 15 M</td>
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<tr>
<td>Jun 15 M</td>
</tr>
<tr>
<td>Jun 20 Sa</td>
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<tr>
<td>Jun 22 M</td>
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<tr>
<td>Jun 24 W</td>
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<tr>
<td>Jun 25 Th</td>
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<tr>
<td>Jul 3 F</td>
</tr>
<tr>
<td>Jul 4 Sa</td>
</tr>
<tr>
<td>Jul 25 Sa</td>
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<tr>
<td>Aug 6 Th</td>
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<tr>
<td>Aug 10-13 M-Th</td>
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<tr>
<td>Aug 15 Sa</td>
</tr>
<tr>
<td>Aug 18 Tu</td>
</tr>
<tr>
<td>Aug 29 Sa</td>
</tr>
<tr>
<td>Sep 5 Sa</td>
</tr>
<tr>
<td>Oct 9 F</td>
</tr>
</tbody>
</table>
Santa Clara University

Santa Clara University is a comprehensive Jesuit, Catholic university located in the heart of Silicon Valley with approximately 8,800 students. Founded in 1851 by the Society of Jesus, California’s oldest operating higher education institution offers a rigorous undergraduate curriculum in arts and sciences, business, and engineering, plus nationally recognized graduate and professional programs in business, education, engineering, counseling psychology, law, and pastoral ministries. The University boasts a diverse community of scholars characterized by small classes and a values-oriented curriculum. The traditions of Jesuit education—educating the whole person for a life of service—run deep in all of its curricular and co-curricular programs.

UNIVERSITY VISION, MISSION, AND FUNDAMENTAL VALUES

Santa Clara University has adopted three directional statements to describe the kind of university that it aspires to become (Strategic Vision), its core purpose and the constituencies it serves (University Mission), and the beliefs that guide its actions (Fundamental Values).

Strategic Vision

Santa Clara University will educate citizens and leaders of competence, conscience, and compassion and cultivate knowledge and faith to build a more humane, just, and sustainable world.

University Mission

The University pursues its vision by creating an academic community that educates the whole person within the Jesuit, Catholic tradition, making student learning our central focus, continuously improving our curriculum and co-curriculum, strengthening our scholarship and creative work, and serving the communities of which we are a part in Silicon Valley and around the world.

As an academic community, we expand the boundaries of knowledge and insight through teaching, research, artistic expression, and other forms of scholarship. It is primarily through discovering, communicating, and applying knowledge that we exercise our institutional responsibility as a voice of reason and conscience in society.
We offer challenging academic programs and demonstrate a commitment to the development of:

- Undergraduate students who seek an education with a strong humanistic orientation in a primarily residential setting
- Graduate students, many of them working professionals in Silicon Valley, who seek advanced degree programs that prepare them to make significant contributions to their fields

In addition to these core programs, we also provide a variety of continuing education and professional development opportunities for non-matriculated students.

Fundamental Values

We hold ourselves responsible for living out these core values, which are critical for carrying out our mission in pursuit of our vision:

- **Academic Excellence.** We seek an uncompromising standard of excellence in teaching, learning, creativity, and scholarship within and across disciplines.
- **Search for Truth, Goodness, and Beauty.** We prize scholarship and creative work that advance human understanding, improve teaching and learning, and add to the betterment of society by illuminating the most significant problems of the day and exploring the enduring mysteries of life. In this search, our commitment to academic freedom is unwavering.
- **Engaged Learning.** We strive to integrate academic reflection and direct experience in the classroom and the community, especially to understand and improve the lives of those with the least education, power, and wealth.
- **Commitment to Students.** As teachers and scholars, mentors and facilitators, we endeavor to educate the whole person. We nurture and challenge students—intellectually, spiritually, aesthetically, morally, socially, and physically—preparing them for leadership and service to the common good in their professional, civic, and personal lives.
- **Service to Others.** We promote throughout the University a culture of service—service not only to those who study and work at Santa Clara but also to society in general and to its most disadvantaged members as we work with and for others to build a more humane, just, faith-filled, and sustainable world.
- **Community and Diversity.** We cherish our diverse and inclusive community of students, faculty, staff, administrators, and alumni, a community that is enriched by people of different backgrounds, respectful of the dignity of all its members, enlivened by open communication, and caring and just toward others.
- **Jesuit Distinctiveness.** We treasure our Jesuit heritage and tradition, which incorporates all of these core values. This tradition gives expression to our Jesuit educational mission and Catholic identity while also welcoming and respecting other religious and philosophical traditions, promoting the dialogue between faith and culture, and valuing opportunities to deepen religious beliefs.

**ACADEMIC PROGRAMS**

Santa Clara University offers undergraduate degrees leading to the bachelor of arts (B.A.), bachelor of science (B.S.), and bachelor of science in commerce. The College of Arts and Sciences offers the B.A. degree and the B.S. degree in 37 subject areas and includes the graduate program in pastoral ministries, through which it offers the master of arts (M.A.) degree in catechetics, pastoral liturgy, spirituality, and liturgical music. The Leavey School of Business offers the B.S. degree in commerce with majors in seven subject areas. The School of Engineering offers a B.S. degree with majors in seven subject areas. A variety of interdisciplinary minors and discipline-based minors are also offered in the undergraduate program.

The School of Law offers programs leading to the degrees of juris doctor (J.D.) and master of laws (LL.M.). J.D. students may earn certificates of specialization in high technology law, international law, and public interest and social justice law. A broad curriculum also includes business and commercial law, taxation, criminal law and trial advocacy, environmental law, estate planning, labor law, health law, legal writing and research, as well as opportunities for externships, clinical work, and professional skill development. The Leavey School of Business offers graduate programs leading to the master of business administration (MBA) degree with coursework in accounting, economics, finance, management, marketing, and operations management and information systems. The executive MBA program is an intensive 17-month program designed for seasoned professionals. The business school also offers a graduate program leading to the master of science (M.S.) in information systems, entrepreneurship, or finance. In conjunction with the law school, the business school also offers joint degree programs leading to a J.D./MBA and J.D./MSIS.

The School of Engineering offers graduate programs leading to the master of science (M.S.) degree in applied mathematics, bioengineering, civil engineering, computer science and engineering, electrical engineering, engineering management, mechanical engineering, software engineering, and sustainable energy; and the engineer's degree in computer science and engineering, electrical engineering, and mechanical engineering. The engineering school also offers the doctor of philosophy (Ph.D.) degree in computer science and engineering, electrical engineering, and mechanical engineering.

The two departments in the School of Education and Counseling Psychology offer credential and graduate programs. The Department of Education focuses on preparing teachers and administrators for public and Catholic schools. It offers programs in teacher preparation leading to credentials (i.e., California preliminary multiple-subject and single subject teaching credentials, and California Clear credential) and the master of arts in teaching (MAT) degree. Its programs in educational administration prepare public K–12 administrators (i.e., the Preliminary California Administrative Services credential and the California Clear Administrative Services credential), and Catholic school leaders through the certificate program in Catholic School Leadership. The department also offers a M.A. program in interdisciplinary education (with emphases in curriculum and instruction; science, technology, environmental education, and mathematics (STEEM); and educational administration). The departments of Education and Counseling Psychology jointly offer the certificate program in Alternative and Correctional Education. The Department of Counseling Psychology offers two degree programs: M.A. in counseling psychology and M.A. in counseling. The M.A. in counseling psychology can lead to state licensure for marriage and family therapists and/or licensed professional clinical counselors. The department includes emphasis programs in health, correctional, and Latino counseling.
The Jesuit School of Theology of Santa Clara University is one of only two Jesuit theological centers in the United States operated by the Society of Jesus, as the order of Catholic priests is known. Additionally, it is one of only two Jesuit theological centers in the country that offer three ecclesiastical degrees certified by the Vatican Congregation for Catholic Education, and it also offers four additional advanced theological degrees, as well as sabbatical and certificate programs for clergy, religious, and lay people.

CENTERS OF DISTINCTION

Santa Clara University has three Centers of Distinction that serve as major points of interaction between the University and society. Each center focuses on a theme that is central to Santa Clara’s distinctive mission as a Jesuit university offering an educational environment that integrates rigorous inquiry and scholarship, creative imagination, reflective engagement with society, and a commitment to fashioning a more humane and just world. Each center engages faculty and students from different disciplines, as well as experts and leaders from the community through speakers, conferences, workshops, and experiential learning opportunities.

Center for Science, Technology, and Society

The mission of the Center for Science, Technology, and Society is to accelerate global, innovation-based entrepreneurship in service to humanity. Through an array of programs including its signature Global Social Benefit Incubator (GSBI), the Center engages an international network of business, investment capital, and technical resources to build the capacity of social enterprises around the world. As a Center of Distinction at Santa Clara University, the Center leverages its programs to inspire faculty and students with real-world case studies, distinctive curricula, and unique research opportunities, advancing the University’s vision of creating a more just, humane, and sustainable world. More information can be found at www.scu.edu/socialbenefit.

Ignatian Center for Jesuit Education

The Ignatian Center for Jesuit Education promotes and enhances the distinctively Jesuit, Catholic tradition of education at Santa Clara University, with a view toward serving students, faculty, staff, and through them the larger community, both local and global.

• Bannan Institutes provides yearlong thematic programs including academic events and scholarly activities that further the Jesuit, Catholic character of the University

• Community-based learning places over 1,200 students each year with community partners, frequently in connection with an academic course

• Immersion programs offers students, during academic breaks, the opportunity to experience local, domestic, and international communities with little access to wealth, power, and privilege

• Spiritual Exercises of St. Ignatius provides opportunities for members of the community to encounter the spiritual sources of the Jesuit tradition

Through these four programs, the Ignatian Center aspires to be recognized throughout Silicon Valley and beyond as providing leadership for the integration of faith, justice, and the intellectual life.

Markkula Center for Applied Ethics

The Markkula Center for Applied Ethics is one of the preeminent centers for research and dialogue on ethical issues in critical areas of American life. The center works with faculty, staff, students, community leaders, and the public to address ethical issues more effectively in teaching, research, and action. The center’s focus areas are business, health care and biotechnology, character education, government, global leadership, technology, and emerging issues in ethics. Articles, cases, briefings, and dialogue in all fields of applied ethics are available through the center.

FACULTY

Santa Clara University’s emphasis on a community of scholars and integrated education attracts faculty members who are as committed to students’ intellectual and moral development as they are to pursuing their own scholarship. The University’s 516 full-time faculty members include Fulbright professors, nationally recognized authors and poets, groundbreaking scientists, and distinguished economic theorists.

STUDENT BODY

Santa Clara University has a student population of almost 8,800, with about 5,400 undergraduate students and 3,300 graduate students. The undergraduate population has a male-to-female ratio of 50 percent to 50 percent, and about 44 percent of undergraduate students identify themselves as persons of color. About 61 percent of undergraduates are from California, with the others coming from throughout the United States and 19 foreign countries. Eighty-four percent of undergraduate students receive some kind of financial aid—scholarships, grants, or loans.

Half of the undergraduate population lives in University housing, with 945 percent of freshmen living on campus. Students experience an average class size of 23. The student-to-faculty ratio is 12-to-1 at the University.

The University’s commitment to learning is expressed in the fact that 95 percent of freshman students advance to the sophomore year, and the percentage of Santa Clara students who graduate is among the highest in the country. The four-year graduation rate for entering freshmen is about 80 percent, with a five-year graduation rate of 84 percent and a six-year graduation rate of 84 percent.

ALUMNI

Santa Clara University has approximately 94,000 alumni living in all 50 states and more than 111 foreign countries. About 45 percent of alumni live in the San Francisco Bay Area, where many of them are leaders in business, law, engineering, academia, and public service.
ATHLETICS AND RECREATION

Santa Clara University supports a broad intercollegiate athletic program and is a member of Division I of the National Collegiate Athletic Association and a founding member of the West Coast Conference (WCC). With 19 intercollegiate sports, the Broncos field teams in men's and women's basketball, crew, cross country, golf, soccer, track and field, men's baseball, women's softball, and women's volleyball. The men's and women's soccer teams are perennially among the nation's elite programs, both having won national championships. Men's tennis has also emerged in recent years as one of the nation's top programs. Santa Clara is one of the WCC's top broad-based programs, having won the WCC Commissioner's Cup in 2005 and 2007—an All-Sports award presented to the league's top performing school in conference competition.

Informal recreation opportunities include drop-in use of the weight and cardiovascular equipment and gymnasium in the 9,500-square-foot weight training and cardiovascular exercise room in the Pat Malley Fitness and Recreation Center, lap swimming in the Sullivan Aquatic Center, and playing tennis at the Degheri Tennis Center, which features nine lighted championship courts. Noncredit lifetime recreation fitness classes are also provided for a nominal quarterly fee to all members. Available classes include yoga, Pilates, kickboxing, cycling, step aerobics, and more.

The University's intercollegiate athletic teams compete in the Leavey Center, which has a roof surrounded by spectacular 23-foot glass walls, and a high-definition video board; the Stephen Schott Baseball Stadium, equipped with state-of-the-art facilities and seating for 1,500 people; the soccer complex of Buck Shaw Stadium; and the Degheri Tennis Center. Rounding out the other athletic facilities are 12 acres of intramural athletic fields.

CAMPUS

The University is located on a 106-acre campus in the city of Santa Clara near the southern end of the San Francisco Bay in one of the world's great cultural centers and in the heart of the Silicon Valley. At the campus center is the Mission Church, restored in 1928 and surrounded by the roses and palm and olive trees of the historic Mission Gardens. The adjacent Adobe Lodge is the oldest building on campus, having been restored in 1981 to its 1822 decor. There are more than 50 buildings on campus, housing 15 student residences, a main library and a law library, a student center, the de Saisset Museum, the Center of Performing Arts, extensive athletic facilities, and a recreation and fitness center. Computer and telecommunications technology is an integral part of the life and learning at Santa Clara University. All residence hall rooms and most classrooms are connected to high-speed Internet access and campus email, and most of the campus is covered by a wireless network.

STATEMENT OF PURPOSE

Santa Clara University’s Business School develops men and women with competence, conscience, and compassion who can provide leadership in technologically advanced and rapidly changing global environments. The development of competence is reflected in our commitment to teaching excellence and the scholarly research necessary to animate instruction and foster the creation of knowledge. The development of conscience is enhanced through an emphasis on reflective inquiry that is both professionally rigorous and ethically sound. Compassion is at the intersection of competence and conscience, and is fostered through an appreciation of multiple perspectives and recognition of the human being as part of every equation.

MISSION STATEMENT OF THE LEAVEY SCHOOL OF BUSINESS

The Mission Statement for the Leavey School of Business defines our values, our distinctive characteristics, our goals, and our motivation. The mission statement sets a standard for our activities that is consistent with our aspirations. It offers a way to differentiate the Santa Clara Business School experience, and it leaves open the opportunity for the development of new curriculum, new scholarly pursuits, and new programs that change our students and our community.

The Leavey School of Business is a community dedicated to innovative learning and scholarship that transforms people, ideas, and organizations to create prosperity here and around the world. We blend theory and practice, find inspiration in Silicon Valley's entrepreneurial spirit, and are committed to a collaborative learning environment that develops leaders of competence, conscience, and compassion.

STRATEGIC PRIORITIES

In support of our mission, we establish three strategic priorities:
1. Build a rich academic foundation and transformative learning experience for our students
2. Increase the quality and prominence of our scholarship
3. Create strong partnerships with the business community and our alumni
MBA PROGRAM LEARNING OBJECTIVES

MBA students at Santa Clara University learn to:
- Understand the changing environment—social, economic, technological, legal, political, and cultural—within which firms operate and how the environment impacts business decisions and survival
- Understand factors that influence and improve the performance of culturally diverse teams and organizations
- Gather, analyze, and interpret data in order to make better decisions
- Address the organizational impacts of technology, rapid change, global integration, and a culturally diverse workforce
- Effectively communicate analyses and conclusions in support of a desired course of action
- Be sensitive to the challenge of making ethical decisions and acting as a responsible corporate citizen where these imperatives may conflict with enhancing shareholder value

MISSION STATEMENT OF THE GRADUATE BUSINESS PROGRAM OFFICE

The Santa Clara University Graduate Business Programs team works to provide the LSB graduate community with an outstanding educational, co-curricular, and career-management experience.

PROFESSIONAL ORIENTATION

The MBA Program at Santa Clara University is designed specifically to meet the needs and concerns of working professionals. To allow students to pursue their MBA degrees while continuing their careers, all course work is completed in the evening, during weekends, or a combination of these options. The curriculum blends instruction in theory with practical applications, enriched by faculty engaged in state-of-the-art research and students who deal daily with real-life organizational concerns.

ACADEMIC STANDARDS

Santa Clara’s MBA Program has a reputation for quality, providing both academic rigor and practical relevance. Admission standards are selective, as the courses are demanding and the expectations from both the faculty and fellow students are high, although the atmosphere is still collegial and not competitive. While the MBA degree is considered a final professional degree, we look to admit students focused on receiving an education, not simply a piece of paper, for their time and effort. Students should be prepared for an intensive course of study encompassing all the major functional and disciplinary areas and involving both quantitative and qualitative skills.

ACREDITATION

Santa Clara University was in the original group of MBA programs in 1961 accredited by AACSB International—the Association to Advance Collegiate Schools of Business. The AACSB is the specialized accrediting organization that conducts periodic in-depth reviews of business schools to ensure that their curricula, faculty, and students meet the highest standards of excellence. Re-accredited in 2012, Santa Clara’s program has consistently met the high standards of the AACSB. Less than 5% of the world’s 13,000 business programs have earned AACSB Accreditation. Santa Clara is also accredited by the Western Association of Schools and Colleges (WASC). Such regional accreditation is a prerequisite for the specialized program accreditation provided by AACSB International.

STUDENT BODY

Approximately 800 students are enrolled in the MBA and M.S. Programs. Students pursue degrees in the Evening MBA programs. Entering students represent a variety of undergraduate and graduate fields of study. About 22 percent have undergraduate degrees in business, 36 percent in engineering and science, 29 percent in the humanities and social sciences including economics, and 13 percent in natural sciences. Over 50 percent of entering MBA students already hold master’s and doctoral degrees; 45 percent of the students are female. MBA students, on average, have six years of work experience at time of admission. The average grade point average of entering MBA students is 3.2, and the average GMAT score is 620. About 50 percent of the student body is originally from outside of the United States. This blend of academic backgrounds and work experience provides opportunities for enhanced learning both in and out of the classroom.

Current MBA students come from more than 400 undergraduate colleges and universities throughout the United States and abroad. Approximately 85 percent of the MBA student body is composed of working professionals—people who work full time in local companies and take one or two courses each quarter. Students come from more than 500 organizations that comprise a list of Silicon Valley’s most vibrant businesses.

ALUMNI

Since 1961, more than 15,000 men and women have received their MBA or M.S. degrees from Santa Clara University. As one of the first MBA programs to be accredited by AACSB International, SCU’s Leavey School of Business has been educating the next generation of leaders who shape our world for decades. Among our University alumni are more than 2,000 company presidents and senior corporate executives, many of them leaders in global technology companies. Our graduates have gone on to be leaders in Fortune 500 firms, start-up and early growth companies, as well as in family and non-profit organizations. The high regard for the Santa Clara MBA degree also is reflected in the number of Silicon Valley and San Francisco Bay Area companies that have a relationship with the university.

The Business School’s External and Alumni Relations team offer various events throughout the year. These events are designed to provide opportunities to connect with fellow alumni, faculty, and staff, as well as provide life-long learning forums. Leavey School of Business alumni are very involved in these networking events. They serve on information panels, welcome new alumni at commencement, host local reunions, share their stories with prospective students, and participate in coaching students through our professional institutes and clubs. For more information, visit our website: www.scu.edu/business/alumni/.
Graduate Business alumni take advantage of other opportunities such as the Extended Edition Program, returning to campus to take classes on a space-available basis for a reduced tuition. A certificate of completion is issued in place of an official transcript. More information about alumni benefits is available at: www.scu.edu/business/alumni/benefits.

Leavy School of Business Office of Alumni and External Relations is located in the Dean’s suite in Lucas Hall, phone: 408-554-4474, e-mail: business-alumni@scu.edu.

WHAT SETS SANTA CLARA APART?

- Distinguished full-time faculty who are active scholars committed to excellence in teaching
- Outstanding student body, most employed full-time at leading Silicon Valley firms, who are able to contribute to class discussion based on actual business experience
- More than 450 years of Jesuit educational tradition, emphasizing analytical rigor and ethical inquiry
- Strong alumni connections—more than 15,000 men and women have graduated from the program since 1961; more than 9,000 have remained in the Bay Area
- Evening and weekend class schedules and office hours designed to meet the needs of working professionals
- Stunningly beautiful and secure campus located in the heart of Silicon Valley—the most dynamic business region in the world
- A rigorous AACSB-accredited program that provides a solid grounding in all the major functional areas, plus exposure to the best theory, tempered by the lessons of practical experience
- Active advisory board consisting of distinguished CEOs and business leaders
- An integrated curriculum designed for the general manager, with the opportunity to customize course selection to match individual needs and aspirations
- New state-of-the-art business school building featuring spacious classrooms, team project rooms, business service center, and videoconferencing capabilities throughout

GENERAL REQUIREMENTS

Applicants for admission to the MBA and M.S. programs must have a U.S. bachelor’s degree from an accredited college or university or its foreign equivalent before registering in the Leavey School of Business. See Chapter 6 for a description of required preprogram competencies. See Chapter 11 regarding the MSIS admission requirements.

COMMITMENT TO EXCELLENCE THROUGH DIVERSITY

The Leavey School of Business actively shares the University’s commitment to excellence through diversity. SCU is dedicated to increasing the ethnic and cultural diversity of the student and faculty community, and to activities and actions that will lead to a more just and humane society. SCU strongly encourages applications from individuals with nontraditional backgrounds who have high potential and aptitude.

APPLICATION PROCEDURE

Applicants for the Evening MBA (including Emerging Professional) and MSIS programs may apply to begin study in the fall, winter, or spring quarters. Accelerated MBA (AMBA) and Executive MBA (EMBA) applicants may apply to begin in the fall quarter only. M.S. Finance (MSF) and M.S. Entrepreneurship (MSE) applicants may apply to begin study in the summer quarter. MBA and M.S. program information and additional details are available in the Graduate Business Programs Admissions Office, www.scu.edu/mba, or by phone at 408-554-4539.

Applicants must complete and submit the following items before the Admissions Committee will render an admissions decision:

1. Application form, resume, and essay responses (completed online)
2. Two completed confidential Letter of Recommendation forms (form available online)
3. Two official transcripts from all higher education institutions attended, or presently attending (including junior/community colleges and extension programs). All applicants who hold a bachelor’s degree from outside the United States are required to have their official transcripts evaluated by a member of the National Association of Credential Evaluation Services (NACES). We require course-by-course, cumulative GPA, and U.S. degree equivalency evaluation. Exceptions are made for applicants who hold an undergraduate or graduate degree from an accredited U.S. University.
4. Admissions interview (EMBA, AMBA, Emerging Professional MBA, and MSF, MSE applicants only); Evening MBA interviews are scheduled at the discretion of the Admissions Committee

5. Official Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) score

6. Official Test of English as a Foreign Language (TOEFL) score, International English Language Testing System (IELTS), or Pearson Test of English (PTE), if required

7. Non-refundable application fee of $100 ($150 for international student applicants requiring a student visa)
   a. The online application fee must be paid by credit card or electronic check and submitted electronically at the time of application submission.

GMAT information and registration is available from the Graduate Management Admission Council at: www.mba.com/mba/the GMAT. GRE information is available at: www.ETS.org/GRE/. Applicants whose first language is not English must achieve a minimum score of 100 on the TOEFL (internet-based test), 7 on the IELTS, or 68 on the PTE. This requirement also may be met by scoring at or above the 50th percentile on the verbal portion of the GMAT or GRE, or if the applicant has a degree from an accredited U.S. university. Applicants whose native language is not English are required to fulfill the language requirement, even if their language of instruction was English.

Foreign-born admitted students requesting student visas must submit a current financial statement (no more than 90 days old) showing adequate funds for tuition, fees, and living expenses for the first year of study, and they must be enrolled in at least 9 units each quarter. Santa Clara University is authorized under federal law to enroll nonimmigrant students.

Applicants are responsible for the appropriate submission of all application materials:
• Application form, resume, fee, and essay responses submitted online
• Recommendation letters, and transcripts submitted in hard copy to the admissions office: Graduate Business Programs Admissions Committee, Leavey School of Business, Lucas Hall Suite 109, Santa Clara University, 500 El Camino Real, Santa Clara, CA 95053-0410
• GMAT/GRE and TOEFL/IELTS/ PTE scores sent directly from the test center to the Graduate Business Admissions Committee

The Admissions Committee will not review applications until all materials have been received.

ADMISSIONS CONTINGENCIES

Applicants may be admitted with one or more contingencies. All contingencies are documented on the student’s Program Plan Card which is provided to the student at the time of admission. All contingencies must be fulfilled by the end of the student’s first term in residence. Students who do not fulfill their contingency requirements by the end of their first term in residence will not be permitted to register for classes until the contingency is fulfilled.

APPLICATION DEADLINES

The completed application package should be sent as early as possible. The deadlines are:
• Fall Quarter (All programs, except MSE and MSF) Round 1: April 1 Round 2: June 1
• Winter Quarter (Evening MBA, Emerging Professionals, and MSIS) November 1
• Spring Quarter (Evening MBA, Emerging Professionals, and MSIS) January 20
• Summer Quarter (MSF and MSE) February 1

ADMISSIONS DECISIONS

Admissions decisions are made throughout the year. Applicants are admitted on the basis of academic ability indicated by college records and GMAT/GRE scores, demonstrated management potential (including work experience and recommendations), and motivation to complete a demanding academic program. Once accepted, a nonrefundable tuition deposit is required prior to registration. The deposit is applied toward the student’s first-term tuition.

DEFERMENT

Candidates admitted to the MBA and MSIS programs may petition for an admission deferment to a subsequent term. Acceptance of the deferment request is at the discretion of the Admissions Committee and requires submission of the non-refundable deposit.

If a deferment request is granted, Evening MBA and MSIS candidates may be given a deferment of up to two quarters (including summer) beyond that for which they were originally accepted. AMBA, EMBA, MSF, and MSE candidates may be granted a deferment of up to one year. Otherwise, they must formally reapply. Official transcripts of course work taken in the interim must be submitted for review prior to the first quarter of enrollment.

The candidate must meet the requirements of the curriculum in effect at the time of first enrollment, not that of the admitted quarter.

RECONSIDERATION

Applicants who previously applied to the program and were not accepted may reapply to a future quarter up to one year after the original application. For reconsideration, applicants must submit an updated application form, reconsideration fee of $50, and new information (i.e., new GMAT/GRE score, additional course work, etc.). Reconsideration applications without additional information will not be considered.

Applicants may apply for reconsideration one time only. A meeting with an admissions counselor is strongly recommended prior to applying for reconsideration. Decisions of the Admissions Committee are final.
Financial Information

FINANCIAL RESPONSIBILITY

Students assume responsibility for all costs incurred as a result of enrolling at Santa Clara University. It is the student’s responsibility to be aware of his/her account balance and financial aid information, and to maintain current valid address information at all times to ensure receipt of all University correspondence in a timely manner.

FINANCIAL TERMS AND CONDITIONS

Students are required to accept the financial terms and conditions outlined by the University in order to continue their enrollment at SCU. Students will be prompted to accept the terms and conditions, on an annual basis, upon their login to ecampus. Students will not have access to their Student Center until they have read and agreed to the information contained on the page(s) prompted. By accepting SCU’s financial terms and conditions, students are agreeing to pay for services rendered by the University and to abide by all policies and procedures as published.

TUITION AND FEES

The Board of Trustees, upon the recommendation of the president and the provost, sets the annual academic year tuition rate and the summer session tuition rate for all programs. Students are charged tuition based on the rates approved by the Board of Trustees. Refer to: www.scu.edu/about/tuition.cfm for details. Tuition and fee rate differences found in other publications will not be honored.

- Evening MBA/MSIS tuition, per quarter unit ......................... $951
- Evening MBA/MSIS course audit fee, per quarter unit
  (for alumni only) ........................................ $571
- MSE/MSF tuition, per quarter unit ................................ $1,055
- Late registration fee .............................................. $100
- Late payment fee (per billing statement) ............................ $100
- Course drop/swap fee (per course) ................................. $50
- Evening MBA/MSIS Student Activity Fee ........................... $50

This fee is payable each quarter of registration regardless of the number of units for which the student is registered.
Mandatory Health Insurance

Annual Graduate Student Health Insurance Premium: $2,635

Beginning Fall 2014, Santa Clara University requires all students taking two or more classes to have health insurance. Students may purchase the university-sponsored Aetna insurance plan, but are not required to if they can document proof of other insurance coverage comparable to the Student Health Insurance Plan. Students with comparable health insurance must complete the On-Line Waiver Form with their own insurance information. Students who do not complete the On-Line Waiver Form by the August 21, 2014 deadline date will be enrolled into, and charged for, the university-sponsored Aetna insurance plan. For details on completing the waiver or on-line insurance enrollment option go to www.scu.edu/cowell and click on Student Health Insurance.

All students are welcome to use the Cowell Center regardless of their insurance. Graduate students who have medical insurance other than the university-sponsored Aetna plan, may access health center services by paying a quarterly fee. Any fees associated with a student’s visit will be billed to their student account for payment. We DO NOT bill insurance companies. Students may request a receipt from the receptionist at the Cowell Center so they may file a claim form with their insurance company.

Other Fees

- Non-refundable application fee ($150 for international students)........... $100
- Enrollment deposit (Evening MBA, MSIS, MSF, MSE) ............... $300
- Enrollment deposit (Accelerated MBA) ................................... $500
- Enrollment deposit (Executive MBA) ...................................... $1,500
- Academic transcript fee (per copy) .............................. No Charge
- Thesis submission fee ..................................................... $30
- Returned check fee ........................................................ $25
- Refund replacement fee .................................................. $25
- Equivalency examination fee (per examination) ..................... $100
- Application reconsideration fee ...................................... $50
- Reapplication fee .......................................................... $100
- Parking permits (per year) ................................................. $300
- Parking permits after 4:30 p.m. only (per year) ................. $130

Parking permits are required for all users of University parking facilities. Permits can be purchased at Campus Safety Services in the parking garage. Parking per term may be arranged through Campus Safety Services.

Billing and Payment Procedures

Student Accounts and Billing

Students assume responsibility for all costs incurred as a result of enrolling at Santa Clara University and agree to abide by applicable University policies and procedures. Students may designate a third party (e.g. spouse) to be an authorized payer for their student account. That individual is authorized by the student to have access to his/her billing statements and to make payments on the student’s behalf. However, it is still the student’s responsibility to make sure all financial obligations are completed by the published deadlines. Once authorization is arranged, the authorized payer will be notified via the e-mail address provided by the student. Authorized payers do not have access to any other student account information via this website.

Students receive monthly bills electronically via a third-party vendor that are accessible through University eCampus. A billing notification will be sent to the student’s University e-mail address and to the e-mail address of any payer authorized by the student. Students also may forward their student account statements electronically to any third party they authorize for remittance. Information on a student’s account cannot be provided to third party payers unless a completed Family Educational Rights and Privacy Act form authorizing its release by the student is on file with the University.

Students are obligated to pay the applicable tuition and fees associated with their enrollment status by the published payment deadline. Students enrolling after the initial billing of any quarter may be required to pre-pay for tuition before enrollment is granted. Registered students who do not withdraw formally from the University are responsible for all tuition and fees assessed to their accounts as well as any penalty charges incurred for nonpayment. Nonattendance does not relieve the student of his or her obligation to pay tuition and fees.

More helpful information, including detailed instructions on Santa Clara University’s billing and payment procedures, are located at www.scu.edu/bursar.

Billing Dates and Deadlines

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<td>May 1</td>
<td>May 21</td>
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Payment Methods

Santa Clara University offers the following payment methods to students to assist with their financial obligations:

Payment by Electronic Check

A student or authorized payer may make online payments by authorizing a fund transfer directly from his/her personal checking or savings account through a third-party website accessible via the University eCampus system. The payer is able to make electronic check payments online without incurring a transaction fee.
**Payment by Mail**

Payment by personal or cashier’s check for student account charges can be mailed to: Santa Clara University, Bursar’s Office, 500 El Camino Real, Santa Clara CA 95053-0615. The payer should include a copy of the student’s billing statement for reference and accurate posting.

**Payment In Person**

Payments for student account charges may be made in person by personal/cashier’s check, money order or cash at the Enrollment Services Center in the Admissions & Enrollment Services Building. The University is not able to accept any electronic form of payment, including debit or credit cards. However, there are computer kiosks located in the Enrollment Services Center for the convenience of students and payers to make electronic payments.

**International Payment by Wire Transfer**

International students may submit payment quickly and securely by going to www.scu.peertransfer.com. Students are able to benefit from excellent exchange rates and payment can usually be made in the student’s home currency.

**Payment Plans**

Students have the option to enroll in a monthly payment plan, through a third-party vendor, for tuition and housing costs to assist with budgeting needs. There is a modest fixed fee to enroll in these plans, but no interest or fees are charged while your plan is active and current.

*Please note: This option is not a deferral for students with financial aid. All aid will be applied to the student’s account and any remaining balance can be placed on a payment plan. More information can be found on the Bursar’s Office webpage.*

**Delinquent Payments**

If all charges on a student’s account have not been cleared by payment, financial aid, or loan disbursement, a late payment fee will be assessed to the student’s account and a hold will be placed on the student’s record. A hold on a student’s record prevents the release of transcripts or diplomas, and access to any registration services, and may limit access to other University services. Students who have unpaid accounts at the University or who defer payment without approval are subject to dismissal from the University. All unpaid balances will accrue 10 percent interest per annum on the balance remaining from the date of default, in accordance with California state law.

Delinquent student accounts may be reported to one or more of the major credit bureaus and may be forwarded to an outside collection agency or an attorney for assistance in recovering the debt owed to the University. The student is responsible for all costs incurred to collect outstanding debt, including but not limited to accrued interest, late fees, court costs, collection fees, and attorney fees. All outstanding bills and costs of collection incurred by the University must be paid in full prior to a student re-enrolling at the University.

**Refunds for Credit Balances**

Refunds will be granted only for student accounts reflecting a credit balance. A refund will not be granted based on anticipated aid. All financial aid must be disbursed into a student’s account before a refund is processed. It is the student’s responsibility to make sure all necessary documentation is complete and submitted to the Financial Aid Office so that aid can be disbursed properly and in a timely fashion. Payment received by personal check will have a 21-day hold before a refund can be issued; a 5-day hold will be imposed for electronic check payments. The refund process begins after the late registration period.

**Billing Disputes**

If a student believes there is an error on his or her billing statement, a written explanation should be forwarded to: Santa Clara University, Bursar’s Office, 500 El Camino Real, Santa Clara, CA 95053-0615. The Bursar’s Office must receive written correspondence within 60 days from the billing statement date on which the error appeared. Communication can be made by telephone, but doing so will not preserve the student’s rights.

Communication should include the student’s name, SCU identification number, the amount in question, and a brief explanation. Payment for the amount in question is not required while the investigation is in progress. An adjustment will be made on the student’s account for any incorrect charges. If the amount in question is found to be valid, payment must be submitted to the Enrollment Services Center immediately upon notification.

**TUITION REFUND POLICY**

Students who formally withdraw from the University or drop courses are eligible for tuition refunds in accordance with the policies outlined below. No refunds are made for registration fees, student activity fees, or course audit fees.

The effective date used for the determination of any tuition refund is the date on which notification of withdrawal is received by the student’s respective Records Office or the date in which the student drops his or her course online—not the last date of attendance. Students who fail to drop a course, even if they do not attend, or fail to notify the University of their intent to withdraw, regardless of the reason, will be responsible to pay all tuition and fee charges.

Neither informing an individual faculty member, an academic department, nor the Dean’s Office constitutes an official withdrawal from the University. The official date of withdrawal from the University cannot be backdated prior to the date on which the student submits the applicable withdrawal form or the Records Office receives notification.

**Fall, Winter, and Spring Quarters**

Students who drop courses or withdraw from the University during fall, winter, or spring term will receive a tuition refund in accordance with the following:

- By the end of the first week of classes – full tuition refund for the term, less any applicable fees
- By the end of the second week of classes – a 50 percent tuition refund for the term, less any applicable fees
- By the end of the third week of classes – a 25 percent tuition refund for the term, less any applicable fees
- After the third week of classes – no tuition refund for the term

*Please note: Students may drop courses online until 11:59 p.m. on the Sunday immediately following the beginning of the term and still receive a 100 percent refund. However, this is only valid if a student has no registration holds and does not require assistance from a staff member. All other transactions must be completed by 5 p.m. on the first Friday of the term.*
**Summer**

Students who drop courses or withdraw from the university during the summer session term will receive a tuition refund in accordance with the following:

- By the end of the second class meeting – a full tuition refund, less any applicable fees
- By the end of the third class meeting – a 50 percent tuition refund, less any applicable fees

**Saturday/Sunday/Off Cycle Courses**

Students enrolled in a weekend course in which the first class meeting is after the first week of the term must provide written notification to their respective Records Office of their intent to withdraw or drop any weekend/off cycle course(s). Failure to comply with this process will result in an irreversible forfeit of tuition.

The following refund schedule applies:

- Students will receive a full tuition refund, less any applicable fees, if written notification is received by 5 p.m. on the Tuesday immediately following the first class meeting.
- Students will receive a 50 percent tuition refund, less any applicable fees, if written notification is received by 5 p.m. on the Tuesday immediately following the second class meeting.

After the first week of the quarter, students must provide the Graduate Business Programs Office with a written request to drop a weekend course. To receive tuition refunds from the Bursar’s Office, these course drops must be handled administratively. Students should NOT drop a weekend class themselves through eCampus after the first week of the quarter.

**One-Unit Courses**

Students enrolled in a one-unit course must provide written notification to their respective Records Office of their intent to withdraw or drop any course(s). Failure to comply with this process will result in an irreversible forfeit of tuition.

The following refund schedule applies:

- Students will receive a full tuition refund, less any applicable fees, if written notification is received within two business days prior to the first class meeting.
- Students will receive 50 percent tuition refund, less any applicable fees, after the first class meeting unless the course has only one session, in which case no refund will be granted.

**Financial Hardship**

Students who withdraw from the University or drop courses due to an illness, injury, or psychological/emotional condition are eligible for a tuition refund in accordance with the schedule above. Tuition insurance may be purchased to cover tuition charges for medically related withdrawals that occur after the first week of the term.

Santa Clara University degree students who withdraw from the University or who are administratively withdrawn from the University after the third week of the term due to a qualifying financial hardship may be eligible for an allocation from the student hardship fund for 25 percent of the tuition charges for that term. Qualifying financial hardships include: (1) death, disabling injury, medical emergency, (2) loss of job by an independent student, (3) medical or other emergency involving a dependent of an independent student, and (4) student deployment for active military duty. The Vice Provost for Student Life or designee, in consultation with the Financial Aid Office, will determine qualifying financial hardships and any allocation from the student hardship fund. Students must submit a request for an allocation from the student hardship fund by the end of the applicable term.

No tuition refunds are made because of curtailed services resulting from strikes, acts of God, civil insurrection, riots or threats thereof, or other causes beyond the control of the University.

**TUITION INSURANCE PROTECTION**

Students may protect themselves from loss of funds paid toward tuition/fees, by purchasing tuition insurance provided by A.W.G. Dewar Inc. This low cost plan is designed to assist those that have an unexpected withdrawal from the University due to medical reasons. Plan enrollment is available annually or by quarter. Enrollment must be completed before the first day of school to be eligible for insurance benefits. For more information visit: www.collegerefund.com.

**EDUCATIONAL TAX CREDITS**

Students may be eligible for a higher education tax credit designed to help students finance the cost of education. Tax credits are based on the amount of qualified tuition and fees, less grants and other tax-free educational assistance, and the taxpayer’s adjusted gross income. Specific information is available from the Internal Revenue Service.

**FINANCIAL AID**

Financial assistance for Graduate Business Programs students is available. The Financial Aid Office administers federal and state grants, student employment and student loan programs. Contact the Enrollment Services Center at 408-551-1000 or visit the Financial Aid website: www.scu.edu/financialaid. Partial scholarships are available for admitted students through the Leavey School of Business.

**MBA/M.S. Financial Scholarships**

For those students who demonstrate additional financial need and meet academic standards, the Graduate Business School provides limited student aid in the form of scholarships that covers partial tuition. These funds are awarded by the Graduate Business Admissions Office and disbursed by the Financial Aid Office. The two main types of financial aid available to graduate students in the School of Business are:

- Merit-Based Scholarship: Students receive these scholarships based on previous outstanding accomplishments such as community service, professional accomplishments and outstanding scholarship. Decisions are made at the discretion of the Graduate Business Admissions Office.
- Need-Based Scholarship: Students are selected based on special circumstances such as significant personal hardship or loss of employment that has dramatically increased their financial need.
Federal Direct Loans

Financial aid is available to MBA/M.S. students who are U.S. citizens or eligible non-citizens. To apply, complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov.

William D. Ford Federal Direct Unsubsidized Loans

The unsubsidized William D. Ford Federal Direct Loan is a federally-funded low-interest student loan administered by the United States Department of Education. Under the Federal Direct Loan program, a student may borrow funds for education-related expenses. Loan information:

- Non-need-based
- Must be enrolled at least half-time
- 2014-15: 6.21% fixed-variable rate, capped at 9.5%*
- 2014-15: 1.073% origination fee*
- Unsubsidized
- FAFSA required annually
- Must complete Entrance Counseling & a Master Promissory Note
- Must meet satisfactory academic progress standards
- Repayment begins six months after enrollment drops below half-time

*Subject to federal change
Additional information may be obtained from the Enrollment Services Center located in the Schott Admissions & Enrollment Services Building, 408-551-1000.

William D. Ford Federal Direct Graduate PLUS Loans

Graduate students may need to borrow beyond the William D. Ford Direct Graduate PLUS Loan to pay for their education. The William D. Ford Direct Graduate PLUS Loan program is designed to provide additional federal assistance to students. Federal Direct Graduate PLUS Loans are not based on financial need, but do require credit approval. Loan information:

- Non need-based with credit approval
- Must be enrolled at least half-time
- 2014-15: 7.21% fixed-variable rate, capped at 10.5%*
- 2014-15: 4.292% origination fee*
- Unsubsidized
- FAFSA required annually
- Must complete Entrance Counseling & a Master Promissory Note
- Must meet satisfactory academic progress standards
- Repayment begins 60 days after final disbursement

*Subject to federal change
Additional information may be obtained from the Enrollment Services Center located in the Schott Admissions & Enrollment Services Building, 408-551-1000.

Private Alternative Loans

Private alternative educational loans are available from private lenders for students whose cost of attendance has not been met with other financial aid. The Free Application for Federal Student Aid (FAFSA) is not required to apply for a private alternative educational loan. Private alternative educational loan programs differ from the William D. Ford Federal Direct Loan program in several ways:

- Annual and total loan limits are higher
- Interest rates are normally variable rates that change on a quarterly basis
- Loans and interest rates are based on credit approval and approval is not guaranteed
- Loans are not federally guaranteed; therefore, do not have the same deferments, forbearance, cancellation and consolidation benefits

The terms and conditions for private alternative educational loans very greatly. Students are advised to compare loan programs before choosing a lender. Interest rates, fees and other provisions of these programs are subject to change by the lender. Additional information may be obtained from the Enrollment Services Center located in the Schott Admissions & Enrollment Services Building, 408-551-1000.

Deadlines

The Financial Aid Office has established deadlines for the programs it administers. All students requesting financial aid from the University should contact the Enrollment Services Center at the earliest possible date, and request specific deadline information and appropriate application materials. All financial aid deadlines are posted on the Financial Aid website at www.scu.edu/financialaid. The Enrollment Services Center and the Financial Aid Office communicate with students through SCU email addresses only.

Applications for scholarships administered by the Leavey School of Business have the following deadlines:

- Fall quarter June 1
- Winter quarter November 1
- Spring quarter January 20

Veterans and Veterans’ Dependents Assistance

Santa Clara University is certified by the Department of Veterans Affairs as qualified to enroll students under applicable federal legislation and regulations, including Chapter 35 (child of a deceased or 100 percent disabled veteran, widow of any person who died in the service or died of a service-connected disability, or wife of a veteran with a 100 percent service-connected disability), Chapter 31 (rehabilitation), Chapter 30/1606 (active duty Montgomery G.I. Bill), Chapter 33 (post 9/11 GI Bill). Individuals interested in attending under any of the veterans’ assistance programs should contact the Veterans Administration and the University Office of the Registrar at 408-554-7831.

Additional information may be obtained from the Enrollment Services Center located in the Schott Admissions & Enrollment Services Building, 408-551-1000.
FINANCIAL AID CANCELLATION AND FUND RETURN

Students who withdraw from the University and who have received federal financial aid are subject to the federal regulations applicable to the return of Title IV funds. These regulations assume that a student “earns” his or her financial aid based on the period of time he or she remains enrolled during a term. A student is obligated to return all unearned federal financial aid funds governed under Title IV other than those earned under the college work-study program.

Unearned financial aid is the amount of disbursed Title IV funds that exceeds the amount of Title IV aid earned in accordance with the federal guidelines. During the first 60 percent of the term, a student “earns” Title IV funds in direct proportion to the length of time he or she remains enrolled. That is, the percentage of time during the term that the student remains enrolled is the percentage of disbursable aid for that period that the student has earned. A student who withdraws after the 60 percent point of the enrollment term earns all Title IV aid disbursed for the period. The amount of tuition and other charges owed by the student plays no role in determining the amount of Title IV funds to which a withdrawn student is entitled.

All funds must be returned to federal programs before funds are returned to state or University financial aid programs or to the student. The return of funds allocation will be made in the following order for students who have received Federal Title IV assistance:

- Unsubsidized William D. Ford Federal Direct Loan
- William D. Ford Federal Direct Graduate PLUS Loan
- Federal Perkins Loan
- Other federal and state financial aid, private grants and scholarships
- University grants and scholarships

VERIFICATION OF INFORMATION

The United States Department of Education requires all institutions disbursing federal financial aid funds to verify the accuracy of the information students submit as a basis for aid awards. Santa Clara University complies with this requirement by participating in the Federal Quality Assurance Program. Each year, a percentage of students receiving federal financial aid funds are randomly selected for verification of the information on which awards were based. Students selected for verification may be required to submit additional documents and verify information, such as household size and number of family members enrolled in college. The University reserves the right to request similar information for verification purposes for any student awarded aid. Information collected may result in changes to a financial aid award and, in some cases, the repayment of funds already received. Failure to comply with the request for this information will result in the cancellation of financial aid funds.

Academic Information

STUDENT RECORDS

The Family Educational Rights and Privacy Act of 1974 (FERPA) protects the confidentiality of the University records of Santa Clara University students. The University is authorized under provisions of the Act to release directory information to any person on request, unless a student explicitly requests in writing that the University not do so and keep directory information confidential.

"Directory Information" includes the following items:

- Name
- Address (campus, local and/or permanent; email)
- Telephone number
- Date and place of birth
- Photographic image
- Major field of study, classification, dates of attendance, expected graduation date, degrees, and honors received
- Most recent previous educational institution attended
- Participation in officially recognized activities, including intercollegiate athletics
- Height and weight of participants on intercollegiate athletic teams

No other information may be released concerning a student without the written authorization of that student. If a student prefers not to have any information about herself/himself released to anyone, that student must fill out a non-disclosure form and submit it to the Office of the Registrar. Requests for non-disclosure may be filed with the Office of the Registrar during the registration period and throughout the academic year. Once filed, the request remains in effect until the fall term begins for the following academic year—regardless of when the request was filed—unless a written request to remove it is received. Requests for non-disclosure by students in their last term of enrollment remain in effect until cancelled by the student. Requests from former students are honored at the University’s discretion.

Certain records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. Parents’ financial information, including statements submitted with scholarship applications, also is excluded by law from inspection. Third parties may not have access to educational records or other information pertaining to students without the written consent of the particular student.
Former or current borrowers of funds from any Title IV student loan program should note carefully that requests for nondisclosure of information will have no effect on preventing Santa Clara University from releasing information pertinent to employment, enrollment status, current address, and loan account status to a school lender, subsequent holder, guarantee agency, U.S. Department of Education, or an authorized agent.

Students have the right to inspect and review their educational records at the following offices:

- The Office of the Registrar maintains official academic records, including application forms, admission transcripts, letters of acceptance, and a student’s permanent academic record.
- The Deans, in their respective offices, maintain working academic files.
- The Office of Student Life maintains records relating to a student’s nonacademic activities.
- Records relating to a student’s financial status with the University are maintained in the various student financial services offices.

Students have the right to request the amendment of their educational records to ensure that they are not inaccurate, misleading, or otherwise in violation of a student’s privacy or other rights. Students may direct complaints regarding academic records to the Dean of the college or school in which they are enrolled or to the University Registrar. In addition, students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by Santa Clara University to comply with the requirements of FERPA. Written complaints should be directed to the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Ave., S.W., Washington, D.C. 20202-5920. Detailed information can be found on the Family Policy Compliance Office website: www.ed.gov/policy/gen/guid/fpco/index.html.

Complete information on Santa Clara University’s student records policy can be found at: www.scu.edu/ferpa.

CAMPUS SECURITY AND CRIME STATISTICS ACT

The U.S. Department of Education requires universities that receive Title IV funding to disclose certain information, including institutional graduation rates, athlete graduation rates, financial assistance awarded, and crime statistics. Information presented in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act is made available to assist current and potential students and employees in making informed decisions regarding their attendance or employment with Santa Clara University. To view the Santa Clara University reports, visit the Campus Safety Services website:

http://university-operations.scu.edu/campus-safety/crime-reporting/annual_reports

A paper copy of the annual crime statistics report may be obtained by writing to Campus Safety Services, Santa Clara University, 500 El Camino Real, Santa Clara, CA 95053.

ACADEMIC REGULATIONS

Student Responsibility

All official communication from the University and Graduate Business Programs is sent to the student’s Santa Clara University email address.

The student is personally responsible for knowing all of the academic regulations in the MBA or M.S. Program in which they are enrolled. Failure to understand these regulations and requirements does not relieve the student of responsibility. The student is responsible for resolving any holds placed on his or her record. The most recent bulletin can be found at: www.scu.edu/academics/bulletins/business/index.cfm.

Hard copies are available in the Graduate Business Programs Office. Updated information and requirements can be found at the academic support and records website: www.scu.edu/business/graduates/current-students.

Honor Code

As an institution of higher education rooted in the Jesuit tradition, Santa Clara University is committed to creating and sustaining an environment that facilitates students’ academic, personal, and ethical development. This commitment balances freedom of individual choice and expression with the expectation that individual members of the community will:

- Be honest
- Demonstrate self-respect and respect for others
- Demonstrate respect for the law and University policies, procedures, and standards
- Engaging in any form of academic dishonesty, such as plagiarism (representing the work or ideas of others as one’s own without giving proper acknowledgment), cheating (e.g., using unauthorized resources or assistance on coursework, copying the work of another person, falsifying data, sabotaging the work of others, and the unauthorized use of electronics, media, or data), or other acts generally understood to be dishonest by faculty or students in an academic context will subject the student to disciplinary action.

Every student is required to sign the honor code and adhere to its conditions.

Academic Integrity

The University is committed to academic excellence and integrity. It is the student’s responsibility to do his/her own work and to cite sources of information, whether paraphrased or quoted. For assistance in identifying when something should be cited, see, for example, www.plagiarism.org or www.web-miner.com/plagiarism. In addition, course syllabi commonly elaborate on the specifics of academic integrity appropriate for the individual class.

Final responsibility for assigning grades remains with the instructor of the course. If the student wants to withdraw from the course but the instructor’s signature is required, the instructor is within his/her rights to sign or decline to sign an approval of the withdrawal.
LSB Academic Integrity Protocol

The Leavey School of Business is committed to academic excellence and integrity. Students are expected to do their own work and to cite any sources they use. A student who is guilty of a dishonest act in an examination, paper, or other work required for a course, or who assists others in such an act, may, at the discretion of the instructor, receive a grade of “F” for the course. In addition, a student found guilty of a dishonest act may be subject to sanctions, up to and including dismissal from the University, as a result of the student judicial process as described in the Graduate Business Programs Bulletin. A student who violates copyright laws, including those covering the copying of software programs, or who knowingly alters official academic records from this or any other institution is subject to similar disciplinary action.

Allegations within the Context of a Course

These procedures are intended to protect the integrity of the instructional program and of student academic achievement. Any member of the Santa Clara University community with a suspicion or evidence of academic dishonesty of some kind as described in the Student Conduct Code (e.g., plagiarism, falsification of data, misrepresentation of research, or the use of prohibited materials during an examination, and other acts generally understood to be dishonest by faculty or students in an academic context) may initiate an allegation of student academic dishonesty. The following describes procedures for resolution by due process.

If the allegation arises within the context of a course or academic assignment, its resolution begins with the instructor responsible for that course or assignment, who informs the student of the suspicion. If the instructor judges on the basis of available evidence that an academic violation has occurred, the instructor applies an academic sanction and notifies the student of the reason for the academic sanction. The instructor decides on the severity of the academic sanction (e.g., refusal to accept an assignment, “F” on the particular assignment, or “F” for the entire course). The instructor will report in writing to the department chair, to the Dean (who may delegate this to the appropriate administrative resource in the Leavey School of Business), and to the Office of Student Life. The instructor may refuse to approve of the withdrawal and assign an appropriate grade.

Appeal Process for Academic Sanctions

If, after discussion with the instructor concerning the academic sanction applied, the student wants to challenge the instructor’s decision, the student will contact the chair of the department in which the course is offered. If the instructor is the department chair, then the appeal is made to the dean of the school or college in which the course is offered or his/her designee, and the dean or designee refers the case to the chair of a closely related department.

The department chair hearing the appeal has the option to convene an ad hoc panel if he or she believes that the complexity of the case warrants doing so. The student suspected of committing academic dishonesty has the right to bring a support person whose only role is to accompany the student to the hearing. The panel will include two full-time faculty members from the department in which the course was offered, one full-time faculty member from a closely related department, and two students who are trained student judicial board members. Staff in the Office of Student Life will arrange for the participation of the student panel members. The charge of the panel is to study all previously considered and newly developed evidence, review statements of all parties concerned, interview all parties concerned, and make a recommendation to the department chair.

The parties involved have the right to file an objection to the appointment of a particular faculty member or student to the ad hoc panel. This objection must be based upon a belief that the named faculty member or student is unable to conduct an impartial evaluation and therefore will not review the case in an impartial manner. The objection is filed with the chair hearing the appeal who will make a ruling on this objection. If necessary, the chair will then appoint a different faculty member or student.

After reviewing all relevant materials and information, including the recommendation of the ad hoc panel when one is convened, the department chair will consider all evidence available, confer with all parties concerned, inform all parties of her or his recommendation regarding the alleged violation, and report the recommendation to the student, to the Dean (who may delegate this to the appropriate administrative resource in the Leavey School of Business), and to the Office of Student Life. However, final responsibility for assigning grades remains with the instructor of the course.

Decisions may only be appealed to one level above the instructor. All proceedings are intended to be confidential.

If the student wishes to withdraw from the course, the instructor’s approval is required for the withdrawal process. The instructor may refuse to approve of the withdrawal and assign an appropriate grade.

University Judicial Process

When the Office of Student Life receives the report, the assistant dean will meet with the student to discuss the relevance of the violation to the Student Conduct Code. Whether further judicial sanctions are applied or not, the report of academic dishonesty will remain on file in the Office of Student Life for the remainder of the student’s enrollment at Santa Clara University. The student involved has the right to include a statement as part of these files.

If it is ruled that the student committed an academic integrity violation, the Office of Student Life will administer a judicial sanction that would range from a letter of warning to expulsion from the University. The severity of the judicial sanction depends on the severity of the circumstances, including the student’s judicial history and previous academic integrity violations.

Allegations Outside a Course

If the allegation involves a situation outside the context of a course, resolution begins with the Office of Student Life. The assistant dean will confer with all parties concerned. After hearing all evidence and conducting further investigation as needed, the assistant dean will either hear the case or refer it to a judicial board in accordance with the University Judicial Process. The outcome of the hearing will be communicated to those involved.
Attendance

Students are expected to attend class sessions. Specific attendance requirements are set by the faculty in the syllabi of individual courses and are binding. Students should select courses carefully in a quarter when an unavoidable absence is necessary. Attendance during the first week of the quarter is critical. Students are not automatically dropped from a class if they do not attend.

Completion Requirements

The requirements for the MBA or MSIS degree must be completed within six years of admission, including leaves of absence and any other break in attendance. Requests for an extension of the six-year completion requirement must be made in writing and include a detailed plan of how and when the requirements will be met. Approval of the extension request is at the discretion of the senior director, Graduate Business Programs Academic Support and Records. For MSE and MSF program completion requirements, contact the M.S. Programs Director.

Academic Standing

To qualify for the MBA or M.S. degree, a student must maintain an overall grade point average (GPA) of at least 3.0 in all work taken in the Leavey School of Business. A grade of C- is considered a minimum passing grade in each course. A grade of F is considered a failing grade, and the units will not be counted toward graduation requirements.

MBA and MSIS students who have completed fewer than 18 units and whose cumulative GPA falls below 3.0 will be placed on academic warning. On completion of 18 units, students must maintain a 3.0 cumulative average or be placed on academic probation. Once placed on probation, the student must raise his/her cumulative GPA to the 3.0 level within the next two quarters of attendance; otherwise, the student will be disqualified from the MBA or MSIS Program. If course work for degree requirements has been completed and a GPA of 3.0 has not been achieved, the student must raise the GPA to 3.0 by completing additional course work in the graduate business school at Santa Clara in order to graduate.

A student is allowed to appeal the disqualification one time only. The appeal process begins with the student submitting a written appeal, including the steps to be taken to reestablish good academic standing. Further registration will not be allowed until the written appeal has been approved. Upon approval, the student will be responsible for adhering to the plan outlined in the appeal. If, at any time, the conditions of the appeal are not met, or the student is not consistently making academic progress, the student will be withdrawn from all classes and required to leave the program.

Academic probation and disqualification status are noted on the student’s transcript but academic warning status is not noted.

Because of the short timeframe of the MSE and MSF programs, the above policy has been revised for these students as follows:

After bootcamp (sessions 1 AND 2), if a student has a cumulative GPA below a 3.0, he/she will be placed on academic probation. A student then has one quarter to raise the GPA to 3.0.

The administration will contact faculty midway through the term to acquire a status update on academic performance, and to ensure that students are aware of academic resources and tutoring in an attempt to assist the student in improving performance.

If a student has a cumulative GPA below a 3.0 at the end of his/her final quarter and all course requirements have been satisfied, no degree will be awarded until the cumulative GPA is a 3.0 or better through completion of additional course work in the SCU graduate business school.

Grading

The grading system is as follows:

\[
\begin{array}{cccc}
A & = & 4.0 & \text{C+} = & 2.3 \\
A- & = & 3.7 & \text{C} = & 2.0 \\
B+ & = & 3.3 & \text{C-} = & 1.7 \\
B & = & 3.0 & F = & 0.0 \\
B- & = & 2.7 & & \\
\end{array}
\]

The A grade indicates distinguished performance and competence; the A- and B+ ranges indicate excellent performance and competence; and a B grade demonstrates work meeting academic and professional standards. Grades in the B- and C+ ranges are given for acceptable performance levels in a particular course but are insufficient for meeting overall performance requirements and graduation requirements. A C- grade is the minimal passing grade. A grade of F is given for performance that insufficiently demonstrates academic and professional competence. Instructors may assign grades without pluses and minuses at their discretion.

The University also uses the following designators for which no unit credit or grade point value is granted:

- I: Incomplete
- N: Continuing work
- NS: No Show
- W: Withdrawn
- P: Pass
- NP: No Pass

Repeating Failed Courses

When a student repeats a course after failing to pass it on the first attempt, the grade received on the second attempt shall replace the initial grade in the calculation of the student’s GPA upon receipt of a petition from the student. A failed course may be repeated only once. The Academic Support and Records Office must approve requests for a third attempt. If approved and the course is successfully repeated on the third attempt, only one of the previous F grades will be replaced in the calculation of the student’s GPA. All attempts are reflected on the student’s transcript. A course completed with a passing grade may not be repeated. A student who fails an elective has the option of taking the same course again (if offered) and the student’s GPA will be recalculated. The student may take a different elective but it will not count as a repeated course, and the grade will not replace the grade from the failed course. The program is under no obligation to offer electives to allow a student to repeat the elective course that was not successfully completed.
Disputing Grades

If, after completing a course, a student receives a grade that he/she wishes to dispute, the following steps must be taken:

- A student may resolve the grade issue with the instructor.
- If the issue remains unresolved, the student may submit a written appeal to the appropriate department chairperson.
- If, after review by the department chairperson, there is still no resolution, the student may submit a formal appeal to the Dean of the Business School.
- If a change in grade occurs, the instructor will submit the grade change to the Graduate Business Programs Office to be recorded and posted. The instructor of record is the only person who can authorize a grade change.

Incomplete Grades

An “I” (Incomplete) grade may be assigned by the instructor when a student does not complete some essential portion of the assigned work in a class because of extraordinary circumstances beyond the student’s control. The unfinished work must be completed and given to the instructor within three weeks of the beginning of classes in the next scheduled term (not the student’s next term of enrollment), excluding summer session, unless extraordinary circumstances require an extension. A request for an extension must be submitted in writing by the instructor and approved by the University registrar within the original three-week period. Extensions shall not be for longer than two academic quarters after the incomplete was assigned, excluding summer session. An incomplete that has not been completed within the specified deadline or has not received an approved extension will be converted to a grade of “F.”

NS (No Show) Grades

The “NS” (No Show) grade is assigned when a student fails to attend and does not drop a course for which he/she has registered. The NS grade does not impact the student’s GPA but cannot be changed or removed from the transcript. No adjustment in tuition will result from the awarding of a mark of “NS” in a class.

Withdrawn (W) Grades

A “W” (Withdrawn) is assigned by the Office of the Registrar when a student completes the formal requirements for dropping a class or withdrawing from the University after the quarter’s add/drop period. A mark of “W” cannot be changed to any other grade. A “W” is included in the student’s academic record and appears on the student’s transcript but has no effect on the student’s GPA.

Academic Advising

MBA/MSIS students are not assigned to academic advisors. However, advisors are available as needed for all students. Appointments are required in order for the advisor to prepare in advance. For an appointment, call 408-554-5485 or email gpssupportrecords@scu.edu. All students, especially those with questions regarding choosing courses and their academic progress, are encouraged to consult with the Graduate Business Programs Academic Support and Records team. The advisor for the MSE and MSF students is the Director of M.S. Programs and should be contacted directly.

Registration

Each quarter, a registration period is held to allow all graduate business students to enroll in classes. Students are assigned appointment times in the eCampus system during the designated initial registration period. Appointment times are assigned based on the number of units a student has accumulated plus current enrollment (some exceptions apply). Students may register for classes any time after their appointment day and time. During the initial registration period, students may register for no more than 10 units (does not apply to MSE and MSF students). Upon completion of the initial period, students may add, drop, or swap classes until the end of the first week of classes. Students may drop classes at any time during the quarter until the designated last day to drop classes. (See Tuition Refund Policy in Chapter 4.)

Prior to registering for classes, a student must resolve any registration holds that have been placed on his/her student record. To resolve a hold, the appropriate office(s) must be contacted. To navigate the eCampus registration system effectively, students are encouraged to monitor their accounts and clear any holds. Students will not be able to add or swap any classes until their records are clear. New students are encouraged to clear any holds as soon as possible related to pre-program competencies and missing transcripts identified at time of admission.

Once classes have begun, students may withdraw from courses without prior approval up to the seventh week of the quarter. After that date, the student must get approval from the Graduate Business Programs Office. Courses cannot be dropped once the final exam has been administered. (See Tuition Refund Policy in Chapter 4.)

Wait Lists

After the initial registration period, waitlists are used to enroll students during the open enrollment period. Students are allowed to add themselves to the waitlist through eCampus for courses that have reached capacity during the initial registration period. Students who are on waitlists will be enrolled into available spaces provided they do not have time or section conflicts. (Time conflict: Enrollment in a different class at the same time as a waitlisted class. Section conflict: Enrollment in the same class at a different day/time as the waitlisted class.)

At the end of initial registration, classrooms are assigned and capacities are increased accordingly. Once capacities have been increased, the waitlists are scheduled and processed until the day before classes begin. All waitlists are then purged and students can add themselves to a class if space becomes available up until the last day to add a class.

Note: The only way to enroll in a course is through eCampus. Instructors cannot add students to their class rosters.
Leaves of Absence

All students who do not register by the end of the first week of any quarter of the academic year, excluding summer quarter, will be placed on the inactive list unless they have been given leaves of absence. A leave of absence request must be submitted to the Graduate Business Programs Office or by email to: gbpsupportandrecords@scu.edu. If a leave of absence is requested after registration has occurred, the student is responsible for dropping all classes in addition to filing for the leave of absence.

A leave of absence will be granted only for a specified period of time and normally not for more than one year. If the approved period for the leave of absence is exceeded and the student does not contact the Graduate Business Programs Office to request an extension by the end of the first week of the current quarter, the student must reapply to the program and will be considered for readmission as a new applicant. A leave of absence will only be granted for two quarters if no course work has yet been completed. A leave of absence is not required for students who do not attend summer quarter. Leaves of absence are included in the 6-year program completion requirement.

Program Withdrawal

To withdraw from the University, a written notification must be submitted to the Graduate Business Programs Office. The student is responsible for dropping courses through eCampus separately from withdrawal from the University. Withdrawal from the University is not officially complete until the student clears obligations with the Bursar’s Office. Students on deferred federal loans also must clear their financial obligations with the Bursar’s Office. Refund checks for approved graduate course withdrawals are issued by the Bursar’s Office. It is the student’s responsibility to contact that office and request disbursement. (See Tuition Refund Policy in Chapter 4.)

Readmittance

A student who does not register for any quarter, excluding summer quarter, and does not apply for a leave of absence, will be placed on the inactive list. When a student is placed on the inactive list, an application for admission accompanied by a reapplication fee of $75 must be submitted. The student then will be considered for readmission on the same basis as a new applicant. The student also will be required to fulfill any additional requirements and satisfy any curriculum changes the business school may adopt during the interim period between registrations. Credit is not guaranteed for previous completed course work done at another university will be granted without permission from the Senior Director, Graduate Business Programs Academic Support and Records. Due to the nature and rigor of the MBA and M.S. Programs, a student’s full attention is required to maintain good standing in the program.

Jesuit Transfer Agreement

Students who leave the Santa Clara area to pursue other work or personal opportunities may participate in the Jesuit Transfer Agreement. Under this agreement, students who have completed 50 percent or more units at SCU may attend another AACSB-accredited MBA Program at one of the participating Jesuit schools and transfer units back to SCU to complete their degrees.

To begin this process, the student must schedule an appointment with the Academic Support and Records staff to review his/her academic history and discuss the participating school’s requirements. Providing the student is in good academic standing and has completed 50 percent or more of the degree requirements at SCU, the degree will be granted by Santa Clara University.

If a student has less than 50 percent of the units required to award an MBA degree at SCU, they may apply to a participating Jesuit school and transfer the units already earned at SCU to that institution. Under this agreement, the student transferring out of Santa Clara University is required to meet all application and admission criteria of the receiving school. Upon admission to the receiving school, students will be informed of which units will be transferred from SCU to the institution. The receiving school will award the degree. For more information visit our website at: www.jesuitmba.org.

Courtesy Students

Incoming

Students who have been admitted to the Leavey School of Business as visiting students from another AACSB-accredited MBA Program are considered courtesy students. During the application process, courtesy students will be asked to submit a list of pre-approved courses from their sending institution. Upon admission, this list of courses will be kept in the student’s file for reference during the registration period. The Graduate Academic Support and Records Office will register all courtesy students for the approved classes on a space-available basis after SCU degree-seeking students have registered.

Once registration has occurred, courtesy students will be responsible for checking their eCampus accounts for billing and tuition information. All bills will be sent to the SCU email address assigned to the courtesy student. Information regarding the billing process can be obtained by contacting the Bursar’s Office.

Upon completion of the courses approved by the sending institution, courtesy student records will be inactivated. Official transcripts are to be requested by the student directly from the Office of the Registrar.

Outgoing

Students who need to complete their MBA program outside of SCU, and cannot take advantage of the Jesuit Transfer Agreement, may apply for courtesy student status at another AACSB-accredited MBA Program. A maximum of six graduate units are allowed
The Santa Clara MBA program is designed to develop leaders with a broad business, economic, and social perspective who are capable of managing change in dynamic environments. Students develop breadth of understanding through course work in accounting, economics, finance, management, marketing, and operations management and information systems; and depth by concentrating electives in particular functional cross-disciplinary areas.

The below information describes the curriculum for students entering the Evening MBA Program Fall 2013 and later, and those continuing students who choose to change to the 2013 curriculum.

PROGRAM DESIGN

The design of the 2013 curriculum was guided by two overarching goals:

1. To provide students with the knowledge and expertise to create opportunities by turning ideas into action
2. To strengthen the curriculum’s alignment with the LSB’s primary points of distinction:
   - Engagement with Silicon Valley
   - Strong content related to Entrepreneurship and Innovation (in both new and established firms)
   - Blending theory and practice to help students put ideas into action, and
   - Commitment to the Jesuit ideals of ethics, integrity and corporate and individual social responsibility

Students completing the program will be able to make and implement decisions, formulate and execute strategy at the appropriate level, and manage people and organizations to promote growth and prosperity.

OVERVIEW OF THE CURRICULUM

The Santa Clara MBA curriculum consists of 70 units comprised of seven Foundation I courses (28 units), five Foundation II courses (19 units), and 23 units of electives. Fifteen of the elective units are designated for the completion of a required concentration. The remaining eight elective units are unallocated and may be taken in any discipline.
PROGRAM OUTLINE

Foundation I (28 Units)

- ACTG 3100/3102 Financial Reporting and Management Control (6 units)
- ECON 3400/3402 Microeconomics and Macroeconomics in the Global Economy (6 units)
- IDIS 3700 Business Communications (1 unit)
- MGMT 3500/3502 Building and Leading High-Performance Teams (6 units)
- MGMT 3504 Innovation in the Valley and Beyond (3 units)
- OMIS 3350/3352 Decision Making and Analytics (6 units)

Six unit courses are completed over two sequential quarters.

Foundation II (19 Units)

- FNCE 3452 Financial Management (4 units)
- IDIS 3799 Managing Transitions (1 unit)
- MGMT 3505 Business, Integrity, and Society (3 units)
- MGMT 3519 Strategic Analysis (4 units)
- MKTG 3552 Marketing Strategies and Decisions (4 units)
- OMIS 3357 Operations Management (3 units)

Elective Courses (23 Units – 15 within a Concentration, plus 8 additional elective units)

Elective courses are used to earn a concentration and to expand a student’s knowledge in an area of interest. Fifteen of the required 23 elective units are needed to earn a concentration. Electives may be taken any time during the program if the prerequisite coursework has been completed.

Any course offered in conjunction with the MBA program, with the exception of those otherwise required, is considered an elective. For descriptions of elective courses, see Chapter 18 of this bulletin. New courses are continually being developed. Please contact the Graduate Business Programs Office for information on new electives scheduled after this bulletin was finalized.

Experimental Courses

The MBA program offers experimental courses in each of the six functional areas. These courses are numbered 3696 (e.g., ACTG 3696, ECON 3696) and typically are elective courses that may satisfy a concentration requirement. Because these courses are in continuous development, course descriptions are not listed in the bulletin. Please refer to the website www.scu.edu/business/graduates for additional information.
Learning Objectives

• Develop critical thinking skills for strategic evaluation and implementation of current data science (and big data) paradigms
• Understand and acquire technical expertise in various quantitative fields such as statistics, econometrics, calculus, optimization, and software paradigms, that underlie various analyses undertaken by corporations
• Learn how to build models (theoretical, statistical and econometric) to characterize business situations, develop strategies, and analyze these models, while collecting, verifying, and using data to achieve enhanced business decisions

Requirements

Five from the ten courses below:
• ECON 3422/MKTG 3588 Topics in Profit Maximizing Pricing
• ECON 3430 Game Theory
• ECON 3696 Introduction to the Mathematical Foundations of Microeconomics: Statics
• ECON 3696 Introduction to the Mathematical Foundations of Microeconomics: Dynamics
• FNCE 3490 Data Science and Business Analytics
• MKTG 3597 Marketing Analytics
• MKTG 3696 Mobile Marketing and mCommerce
• IDIS 3696 Data Science Analysis with Python
• OMIS 3366 Database Management Systems
• OMIS 3386 Business Intelligence and Data Warehousing

Digital Marketing and E-Commerce

Faculty Coordinators: Kirthi Kalyanam (Marketing), Savannah Shi (Marketing)

Learning Objectives

• Describe and apply current and evolving marketing frameworks with digital and eCommerce components to both high tech and non-high tech environments
• Integrate digital marketing & eCommerce processes with other traditional business elements to develop creative digital marketing and eCommerce strategies and plans
• Utilize digital marketing and eCommerce concepts and approaches to optimize customer experience and contribute to societal well-being
Requirements

- MKTG 3554 Analysis of Customers and Markets
- MKTG 3592 Internet Marketing & eCommerce

Three courses from the following five electives:
- MKTG 3590 Designing and Managing Dynamic Marketing Channels
- MKTG 3596 Integrated Market Communications
- MKTG 3597 Marketing Analytics
- MKTG 3696 Social Media Marketing
- MKTG 3696 Mobile Marketing and mCommerce

Entrepreneurship and New Venture Creation

Faculty Coordinator: Albert Bruno (Marketing), Sanjay Jain (Management), Kumar Sarangee (Marketing)

Learning Objectives

- Develop an analytical framework for evaluating new business opportunities
- Review special operating problems of new enterprises including the problems of survival in the early years, maintaining growth in an orderly fashion, and maintaining momentum as the firm approaches maturity. This involves developing and integrating an understanding of the accounting, finance, marketing, operations and management issues that start-ups face
- Identify the unique entrepreneurial challenges faced by start-ups in high-technology sectors of the economy—these include infotech, biotech and clean tech. This involves reviewing the salient characteristics of these sectors, identifying the key strategic issues associated with them, and providing tools/frameworks to address these challenges
- Provide an opportunity for students to evaluate their own abilities and goals in regard to small business opportunities.

Requirements

- MKTG 3566 Small Business Entrepreneurship
- MKTG 3567 Business Plan Investor Pitch Practicum (1 unit)

A minimum of eleven units from the following electives:
- ACTG 3752 Cash-flow Management for Entrepreneurs (1 unit)
- FNCE 3480 Emerging Company Finance
- FNCE 3727/MKTG 3713 Business Model Frameworks (2 units)
- IDIS 3750 Introduction to Entrepreneurship (1 unit)
- MGMT 3544 Strategic Business Negotiations

Finance

Faculty Coordinator: Meir Statman (Finance)

Learning Objectives

- Analyze the valuation effects of investment and financial policies
- Interpret and analyze financial information and develop financial models for decision-making
- Explain the role of markets and financial institutions on the economy

Requirements

- FNCE 3453 Corporate Finance
- FNCE 3455 Investments

A choice of nine units from the following:

Corporate track

- FNCE 3457 International Financial Management
- FNCE 3460 Mergers, Acquisitions, and Corporate Restructuring
- FNCE 3480 Emerging Company Finance
- FNCE 3486 Behavioral Corporate Finance
- FNCE 3488 Financial Instruments and Markets
- FNCE 3696 Creating Value Through Financial Strategies

Investment track

- FNCE 3459 Financial Markets and Institutions
- FNCE 3464 Real Estate Finance
- FNCE 3474 Derivative Securities
- FNCE 3482 Business Valuation
- FNCE 3484 Financial Engineering
Other Courses
With the exception of FNCE 451, FNCE 455 and FNCE 3452, all other Finance electives may be counted toward the Finance concentration requirements.

Leading Innovative Organizations
Faculty Coordinator: Barry Posner (Management)

Learning Objectives
• Demonstrate how to create, organize and sustain systems and processes necessary for success in rapidly changing and turbulent environments
• Give examples of how one can lead in complex systems with grace and competence, and how one can leverage the strengths of other people, partners, and organizations
• Describe the impact of systems on people and people on systems
• Delineate interpersonal competencies and awareness of the social and moral dimensions of decisions

Requirements
• MGMT 3512 Practice and Morality of Leadership and 12 additional credits from the following courses (Students wishing to emphasize in Innovation should include at least some of the courses marked**):
  • ECON 3424 Economics of Decision Making Under Uncertainty
  • IDIS 3612** Management of the High-Technology Firm Seminar
  • MGMT 3514 International Management
  • MGMT 3516 Organizational Politics
  • MGMT 3526 Strategic HR Management
  • MGMT 3532 Managerial Communications
  • MGMT 3538 Managing Teams and Projects
  • MGMT 3540 Food Industry Management
  • MGMT 3544 Strategic Business Negotiations
  • MGMT 3546 Spirituality of Organizational Leadership
  • MGMT 3548** Social Benefit Entrepreneurship
  • MGMT 3549 Legal Fundamentals for Entrepreneurs *
  • MGMT 3550 IP Strategies for Start-up Technology Companies *
  • MGMT 3696** Global Technology Entrepreneurship

• MGMT 3714** Strategies for Emerging Clean Tech Sector (1 unit)
• MGMT 3715** Globalization and Emerging Economics – India (1 unit)
• MGMT 3716** Crowdsourcing and Expertsourcing: Strategies for Innovation (1 unit)
• MKTG 3566** Small Business Entrepreneurship
• MGT 3572** New Product Innovation
• OMIS 3368** Software Project Management
• OMIS 3390** New Product Development
• OMIS 3696** The Sustainability-focused Business
• OMIS 3696** Operationalizing Innovation
* Only one of MGMT 3549 and MGMT 3550 (but not both) will satisfy one of the four elective requirements.

Individual Studies Concentration
Concentration Coordinator: Patricia Cameron-Loyd (Economics)

Learning Objectives
The Individual Studies Concentrations (ISC) program has been established to meet the needs of students who wish to design a concentration with academic content and perspective not provided by currently available concentrations. Students who want to pursue an ISC should begin by scheduling a meeting with the ISC Coordinator to obtain a list of instructions regarding administrative details.

Requirements
In addition to fulfilling the Graduate Business Core requirements for the MBA, students wishing to design an ISC must complete the following concentration requirements:
• Have a minimum 3.0 grade point average
• Submit a Petition for Admission to the ISC Coordinator for review and approval. The petition must be submitted within 1 quarter of declaring the Independent Studies Concentration. The petition should include:
  – A clear, logical, and conceptually refined description of the proposed program
  – A well-developed argument, supported by appropriate evidence, showing that no existing concentration can meet the student’s educational objectives
  – A plan of study listing courses, seminars, internships, etc., that meets the student’s educational objectives and fulfills the requirement of 15 units of academic credit taken within the Graduate School of Business required to fulfill the concentration requirement
  – The name of a faculty sponsor
Pettions to pursue an ISC must be approved by the ISC Coordinator, the Graduate Business Faculty Director, a faculty sponsor, and the Senior Assistant Dean for Graduate Business Programs. For questions about designing and declaring ISC, please contact the ISC Concentration Coordinator, Dr. Patricia Cameron-Loyd.

**Specializations**

*Faculty Coordinator: Gregory Baker (Management)*

**Food and Agribusiness**

Completion of this specialization, along with the required completion of another concentration, will prepare students to work in the global food and agribusiness industry and supporting industries.

Note: Completion of one of the above listed concentrations is required in addition to the coursework in this specialization.

**Required Courses:**
- IDIS 3622 Global Agribusiness Challenges
- IDIS 3696 Marketing Food Products
- MGMT 3540 Food Industry Management

**INTERNATIONAL PERSPECTIVE**

The Santa Clara MBA program recognizes the increasing importance of obtaining an international perspective on business and society. Students are exposed to multinational business issues and multicultural perspectives in many of the required courses. Most departments offer electives focusing on international issues from a disciplinary or functional perspective.

MBA students have the option to participate in study abroad opportunities during the MBA program. Recent study abroad locations have included Brazil, China, France, England, Vietnam, Germany, New Zealand, Turkey, and India. Leavey School of Business faculty lead all trips. The Global Business Perspectives courses are considered elective courses. A maximum of two global initiative courses may be taken toward a student’s elective requirements.

**GRADUATE TRANSFER CREDIT**

Graduate transfer credit may be granted if specific requirements are met. A maximum of two courses (6 quarter units) of graduate credit from another AACSB-accredited MBA program may be transferred for either required or elective courses if the course was:
- Open to graduate students only
- Completed by the student with the equivalent of a B or better grade
- Awarded graduate credit

GRUCURRICULAR PRACTICAL TRAINING

In accordance with Student and Exchange Visitor Information System (SEVIS) regulations, practical training for international students is available exclusively for students with F-1 visas. The 1-unit practical training internship (IDIS 3697) offers MBA/MSIS students the opportunity to apply techniques and methods learned at Santa Clara University as they acquire work experience.

To be eligible to participate in this program, students must have been enrolled full-time (9 units per quarter) for one complete academic year with F-1 status, and have a minimum cumulative GPA of 3.0 in their graduate course work. Students must submit a Curricular Practical Training Request form and an offer letter. The offer letter needs to specify the number of hours of work to be completed each week or designate part-time employment status and must be at least three months in duration. Once the appropriate documents have been submitted, the student will be registered for IDIS 3697. The student is responsible for the tuition associated with IDIS 3697. At the end of the internship, students must submit a written evaluation from the supervising manager.

Practical training units are not graded and do not count toward degree requirements. According to government regulations, practical training internships are limited to no more than 20 hours per week. Students must also meet all SEVIS requirements to be eligible for curricular practical training. Students must apply each quarter.

**PREREQUISITES**

Students are responsible for ensuring that they have completed all the prerequisites for a course before registering. Prerequisites for each course are listed in the course descriptions in Chapter 18 of this bulletin. Course prerequisites are reviewed annually by the academic departments.

Although not explicitly stated in the description of individual courses, when a course is named as a prerequisite, then its prerequisites also are included by reference, and all prerequisites must be satisfied before a student can enroll.

eCampus, the Web-based registration system, does not allow enrollment in any class or onto any waitlist if the prerequisites for that course have not been completed successfully. The system recognizes current enrollment in prerequisite classes at the time of registration. Course instructors cannot waive prerequisites. Additionally, 6-unit foundation courses must be completed in sequential quarters.

Note: Graduation will not be approved until all prerequisites, required courses, and other requirements of the program, have been fulfilled.
Global Business Perspectives

Global Business Perspectives are one- to two-week intensive courses examining the contemporary and dynamic global business environment. These courses provide intensive first-hand experience of global markets and products, leading to action and engagement, while students observe the challenges of overcoming cultural and local factors working against globalization. Students will better understand the global context of business and the human impact at hand, while being equipped with the skills to begin to address such issues in Silicon Valley and abroad. The Global Business Perspectives courses are electives and may count toward concentrations, depending on topics covered.

LEARNING OBJECTIVES

Upon completion of a Global Business Perspectives Program, students will be able to:

• Recognize, classify and express different cultural patterns of significance to business and commerce
• Compare and contrast the social, legal, and political aspects of international business environments
• Evaluate the business risk facing US organizations operating abroad and foreign organizations operating in the US
• Express and evaluate ethical issues associated with global business, through analysis and reflection

APPLICATION REQUIREMENTS

Global Business Perspectives enrollment is through an application process. Students must complete an application and submit all supporting documents prior to being considered for a course. The following items must be completed and submitted before a decision can be made on participation:

1. Application
2. Biographical statement
3. Resume
4. Registration deposit

Note: Students will be charged the registration deposit only if the application is accepted. Deposit is non-refundable unless the program is canceled.

To Petition to Graduate visit the website: www.scu.edu/business/graduates/graduation/
PARTICIPATION REQUIREMENTS

All students are expected to meet the following requirements at the time of application, as well as throughout the period leading up to and including the designated Global Business Perspectives course:

1. Minimum of two quarters residency in the MBA program
2. Cumulative GPA of 3.0
3. Completion of all prerequisite course(s) prior to first day of Global Business Perspectives course(s)
4. Good standing within the University

Participation Limitation

Students may participate in a maximum of two Global Business Perspectives courses in their MBA program.

Payment

Students are responsible for submitting payment of all travel-related administrative fees prior to travel component.

Withdrawal from Program

Students who no longer wish to participate in a Global Business Perspectives course must notify the Graduate Business Programs Office in writing and will be responsible for the non-refundable deposit. Students also may be responsible for travel-related administrative fees depending on the timeliness of the notification to the travel component. Students agree to be charged the non-refundable deposit at time of application.

Course Cancellation

The Graduate Business Programs reserves the right to cancel a Global Business Perspectives course at any time due to low enrollment and other circumstances beyond the control of the University, including but not limited to unforeseen Acts of God. If this should occur, all deposits will be fully refunded.

Accelerated MBA Program

The Accelerated MBA Program provides an opportunity for students to complete the MBA degree in less than two years. Students who want to come to campus less often, or to have a cohort-based experience, have the option of participating in the Accelerated MBA program. Classes are held Thursday evenings and all day Saturdays. The Accelerated MBA program grants the same degree as the evening MBA program, is taught by the same faculty, and has the same Association to Advance Collegiate Schools of Business International (AACSB) accreditation. A new cohort begins each fall.

ENTRANCE REQUIREMENTS

Successful applicants show a high degree of academic aptitude as measured by the GMAT or GRE exam and prior coursework, as well as professional achievement. Although no prior business education is required, students must satisfy the calculus requirement prior to starting the program.

ADMISSIONS

Admissions requirements for the Accelerated MBA program are the same as for the evening program (please refer to the Admissions section) with the following exceptions:

- Admission is in the fall quarter only.
- Deferments are generally not permitted.
- Program prerequisite must be completed before classes begin.
- An interview is required.

ACADEMIC INFORMATION

Course Registration

As the Accelerated MBA program is designed around a cohort-based experience, the Graduate Business Programs office processes student registration. Students are automatically registered for the courses detailed in the individual cohort schedule.

Equivalency Exams

None of the courses in the Accelerated MBA program are waivable. However, students are permitted to take the equivalency exam to satisfy the calculus pre-program requirement. Because it is designed to provide a cohort experience, Accelerated MBA students are required to move through the program together until the elective portion of the program.
Leaves of Absence

Due to the cohort-based nature of the Accelerated MBA program, a student requiring a leave of absence will not be able to rejoin his or her cohort at the end of the leave. Upon approval from the assistant dean, a returning student may join a later cohort or transfer to the evening MBA program.

Transferring into Evening MBA Program

Students who want to transfer from the Accelerated MBA program into the evening program must submit a written request. This transfer to the evening MBA program shall be granted on a one-time basis only.

Program Withdrawal

Students who want to withdraw from the program and the university must notify the Graduate Business Programs Office of their intent in writing. Some portion of the tuition may be refunded and will be determined at time of withdrawal notification. Withdrawal from the university is not complete until the student clears obligations with the Bursar’s Office.

Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average (GPA) of at least 3.0 in all work taken in the Leavey School of Business. A grade of C- is considered a minimum passing grade in each course. A grade of F is considered a failing grade, and the units will not be counted toward graduation requirements.

Due to the intensive nature of the Accelerated MBA program, all students must maintain a 3.0 cumulative GPA. At the conclusion of the term, if a student has a cumulative GPA below a 3.0, he or she may be transferred to the evening MBA program, at the discretion of the program administration. If the student remains in the AMBA program, he or she will be placed on probation. Once placed on probation, the student must raise his or her cumulative GPA to the 3.0 level within the next two terms of attendance; otherwise, the student will be disqualified from the program. A student is allowed to appeal the disqualification one time only. The appeal process begins with the student submitting a written appeal, including the steps to be taken to reestablish good academic standing.

Further registration will not be allowed until the written appeal has been approved. Upon approval, the student will be responsible for adhering to the plan outlined in the appeal. If, at any time, the conditions of the appeal are not met, the student will be withdrawn from all classes and required to leave the program. If course work for degree requirements has been completed and a GPA of 3.0 has not been achieved, the student must raise the GPA to 3.0 by completing additional course work in the graduate business school at Santa Clara in order to graduate.

Repeating Failed Courses

When a student fails a course in the AMBA Program, they are required to complete the pre-approved equivalent course(s) in the evening program. The grade(s) received on the substitute course(s) will replace the failed grade in the calculation of the student’s GPA. All courses and corresponding grades are reflected on the student’s transcript. A course completed with a passing grade may not be repeated. Please refer to the Academic Information section for additional information.
Summer Quarter – Year One
• Accelerated MBA Seminar (1 unit)
• ECON 3402 Microeconomics and Macroeconomics in the Global Economy II (3 units)
• MGMT 3505 Business, Integrity, and Society (3 units)
• MKTG 3552 Marketing Strategies and Decisions (4 units)

Fall Quarter – Year Two
• Electives (6 units)
• MGMT 3504 Innovation in Silicon Valley (3 units)

Winter Quarter – Year Two
• Electives (6 units)
• MGMT 3519 Strategic Analysis (4 units)

Spring Session – Year Two
• Electives (9 units)
• IDIS 3799 Managing Transitions (1 unit)

Year Two Electives
An array of electives will be offered on a Thursday/Saturday schedule in year two of the Accelerated MBA program. A concentration is not guaranteed with the selection of year two electives. A concentration is not required in the Accelerated MBA program. Should students wish to pursue a concentration, it may require a combination of Accelerated MBA electives and evening MBA electives and may extend the degree completion date.

STUDENT LIFE
Accelerated MBA program students can take advantage of all of the Graduate Business student life activities, which include but are not limited to:
• Student network events
• Career management seminars
• Career fairs
• Career counseling
• Academic awards and recognition

Combined Degree Programs
The Leavey School of Business, in partnership with the School of Law, offers two combined degree programs; the J.D./MBA Program and the J.D./MSIS Program.

The Combined Degree Programs are designed to permit students interested in obtaining both the J.D. degree and the MBA or MSIS degree to complete both degrees in less time than if earned independently. This can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA or MSIS degree, and, conversely, certain course work taken at the Leavey School of Business can be transferred toward the J.D. degree.

The J.D./MBA dual degree prepares students to approach problems from the perspectives of both a business person and a lawyer. Joint degree lawyers will better understand the business problems that give rise to legal problems, such as issues in marketing, personnel policies, or financing. They can do more than simply determine whether a proposed solution is “legal”; joint degree lawyers can design and formulate an effective and imaginative solution that meets legal requirements and permits clients to best achieve their business objectives.

The J.D./MSIS degree allows students to develop a deep technological understanding of the legal issues in the Information Technology industry and to learn how to use technology effectively in a law practice. The joint degree may be especially useful for potential:
• In-house lawyers for technology companies
• Lawyers representing computer software and hardware companies in technology license agreements or in litigation
• Information security lawyers
• Litigators who plan to develop expertise in complex e-discovery

ADMISSION
To participate in a Combined Degree Program, students must first be admitted to the School of Law. During the first year of the J.D. Program, students apply to the MBA or MSIS Program, following the regular admissions procedures, including taking the GMAT or GRE standardized test. Enrollment in the J.D./MBA Program is limited to full-time students with 45 units or less in the law school, including current enrollment. Students must be in good standing in the Law School to be considered for admission into the MBA or MSIS programs.
GENERAL REQUIREMENTS FOR THE J.D./MBA PROGRAM

The Calculus preprogram math requirement must be satisfied prior to enrolling in the program. While enrolled in the program, students must:

- Satisfy the academic requirements of each school
- Complete the same number of quarter units of credit (business) and semester units of credit (law) as other recipients of the respective degrees, including all courses required by each school
- Plan a specific, individualized academic program with, and approved by, both the School of Law J.D./MBA Program advisor and the Leavey School of Business J.D./MBA Program advisor.

COMBINED CURRICULUM

Law School

General Requirements

- 86 semester units are required to graduate.
- Under ABA rules, a student has five years to receive his or her J.D.
- Students must be enrolled in at least 8 semester units each semester.

Specific J.D./MBA Requirements

- A student may transfer 12 quarter units from the business school to the law school. Twelve quarter units translate to 8 semester units. Consequently, a J.D./MBA student must take 78 units at the law school. However, the business school units will not transfer over to the law school until the student is within two business school classes of graduating from the business school. MBA units must have a grade of C or better and will transfer to the law transcript as Credit/No Credit grades.
- The first year is spent exclusively in the School of Law. During the second year, students are required to take primarily business classes. Thereafter, work is taken concurrently in the business school and the law school.

Business School

*Note: The below information applies to students starting the MBA program in Fall 2013 and later or those continuing students opting to change to the newly enhanced curriculum.

General Requirements

- The SCU MBA curriculum consists of 70 quarter units comprised of required courses, concentration elective courses, and free elective courses.

Specific J.D./MBA Requirements

- A student may transfer 8 semester units from the law school to the business school. Eight semester units translate to 12 quarter units.

In no event will any such individualized academic program include more than 12 quarter units at the business school for which credit also is obtained at the law school, or more than 8 semester units at the law school for which credit also is obtained at the business school.

Under a typical schedule, students complete the program and receive both degrees in three and one-half or four years.

Note: Students who withdraw from the J.D. Program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

J.D./MBA Concentration Information

J.D./MBA students will complete a concentration, with up to three units accepted for the concentration being made up of a class or classes completed in the Law School. Only certain concentrations are available for completion under this alternative.

A student who wishes to do a concentration other than those listed below will be required to take three additional units beyond the 70 required to graduate.

The Business School will continue to accept 12 quarter units of credit from course work completed in the Law School.

Concentration Options:

1. Finance (Investments and Corporate Finance tracks)

Requirements

- FNCE 3453 Corporate Finance or FNCE 3455 (FNCE 455 in the pre-2013 core)
- Three electives from the approved concentration electives in Finance (9 units)
- No more than 3 units from the following courses taught in the Law School:
  - Antitrust
  - Corporate Governance
  - Mergers and Acquisitions
  - Real Estate Finance
  - Securities Regulation

2. Entrepreneurship and New Venture Creation

Requirements

- MKTG 3566 Small Business Entrepreneurship, MKTG 3567 Business Plan Investor Pitch Practicum, and an additional 8 units from the list of approved Business School electives
- No more than 3 units from the following courses taught in the Law School:
  - Business Planning
  - Legal Problems of Start-ups
GENERAL REQUIREMENTS FOR THE J.D./MSIS PROGRAM

While enrolled in the program, students must:
- Satisfy the academic requirements of each school
- Complete the same number of quarter units of credit (business) and semester units of credit (law) as other recipients of the respective degrees, including all courses required by each school
- Plan a specific, individualized academic program with, and approved by, both the School of Law J.D./MSIS Program advisor and the Leavey School of Business J.D./MSIS Program advisor

COMBINED CURRICULUM

Law School
General Requirements
- 86 units are required to graduate.
- Under ABA rules, a student has five years to receive his or her J.D.
- Students must be enrolled in at least 8 semester units each semester.

Specific J.D./MSIS Requirements
- A student may transfer 12 quarter units from the business school to the law school. Twelve quarter units translate to 8 semester units. Thus, a J.D./MSIS student must take 78 units at the law school. However, the business school units will not transfer over to the law school until the student is within two business school classes of graduating from the business school. MSIS units must have a grade of C or better and will transfer to the law transcript as Credit/No Credit grades.
- The first year is spent exclusively in the School of Law. During the second year, students are required to take mostly MSIS classes. Thereafter, work is taken concurrently in the business school and the law school.

Business School
General Requirements
- The SCU MSIS curriculum consists of 17 courses (for a total of 51 units) comprising waivable required courses, nonwaivable required courses, and electives.

Specific J.D./MSIS Requirements
- A student may transfer 8 semester units from the law school to the business school (Approved courses are listed below). Eight semester units translate to 12 quarter units. Thus, a J.D./MSIS student will take 39 units from the MSIS curriculum specified as below:
  a) Preprogram Proficiency (Applicants must have successfully completed one course in each of the following areas)
      - A programming language
      - Statistics
  
  b) Core Business Knowledge (2 courses)
      - ACTG 2301 Financial Accounting (waivable)
      - MGMT 2501 Organizational Analysis and Management (non-waivable)
  
  c) Core Information Systems (6 courses)
      - MSIS 2601 Object-Oriented Analysis and Programming
      - MSIS 2602 Information Systems Analysis and Design
      - MSIS 2603 Database Management Systems
      - MSIS 2604 Information Systems Policy and Strategy
      - MSIS 2605 Telecommunications and Business Networks
      - MSIS 2606 Software Project Management
  
  d) Specialization (4 courses; equal to 12 units)
      - COEN 250 Information Security Management (2 units)
      - COEN 252 Computer Forensics (4 units)
      - MSIS 2621 Business Intelligence and Data Warehousing
      - MSIS 2622 ERP Systems
      - MSIS 2623 Financial Information Systems
      - MSIS 2696 Emerging Topics in IT Management
  
  e) Capstone (1 course)
      - IDIS 2612 Management of the High Technology Firm Seminar
  
  f) Approved Law School Courses (8 semester units; 12 quarter units)
      - Law 228 Technology Licensing (2 units)
      - Law 388 Intellectual Property (3 units)
      - Law 429 Mass Communication: Television, Cable, Satellite Video and Convergence (3 units)
      - Law 520 Mass Communication: Telephone, Broadband Networks and Convergence (3 units)
      - Law 533 Broadband Regulatory Clinic (3 units)
      - Law 539 E-Discovery (1 unit)
      - Law 793 Cyberspace Law (3 units)
      - One or more of Patents/Copyrights/Trademarks/Trade Secrets courses
      - Other Law School courses may also be selected with the approval of the Law School and Business School J.D./MSIS program advisors.

In no event will any such individualized academic program include more than 12 quarter units at the business school for which credit is also obtained at the law school, or more than 8 semester units at the law school for which credit is also obtained at the business school.

Under a typical schedule, students complete the program and receive both degrees in three and one-half or four years.

Note: Students who withdraw from the J.D. Program will not be granted transfer credit toward the MSIS degree for courses taken in the School of Law.
Executive MBA Program

The Executive MBA program offers an accelerated path to the degree for experienced managers. The program is organized around cross-functional themes focusing on contemporary business challenges. Tailored to meet the needs of Silicon Valley executives, all aspects of the curriculum center on issues of substantive and pragmatic concern. In particular, course work and assignments are constructed to integrate current work challenges students face. Highlights of the program include degree completion in 17 months, a Friday/Saturday biweekly schedule, and a rigorous curriculum that meets Association to Advance Collegiate Schools of Business International (AACSB) requirements.

Redesigned in Fall 2008, the program has been enhanced with our “Cutting Edge Immersion” experience. Students have the opportunity to connect with Silicon Valley companies that are globally renowned for being on the forefront of business practices. Students work directly with key decision-makers, review the results, and debrief with corporate executives. The forward-thinking management techniques taught in Cutting Edge Immersion will appear in someone’s textbook several years down the road—but our students get to understand these management techniques both first-hand and first.

The current design places greater emphasis on global competencies throughout the curriculum. A key component is an international experience in the opening term. Faculty and students travel and study in countries with emerging economies.

ENTRANCE REQUIREMENTS

To be admitted to the Executive MBA program, the applicant must have 8-plus years of full-time work experience and a record of accomplishment leading people, projects, or programs. Strong applicants will be those who already hold the kind of leadership positions that many people attending conventional MBA programs hope to attain. Successful applicants also will show a high degree of academic aptitude as measured by prior course work; however, no prior business education is necessary. Admission is in the fall term only.

POLICIES AND PROCEDURES

Executive MBA students must adhere to the policies and procedures described in this bulletin. The Executive MBA Program Director communicates policies and procedures unique to the Executive MBA program.

PROGRAM DESCRIPTION

The following is a detailed description of the Executive MBA program. The total program requirement is 62 units. There are no pre-program requirements although solid quantitative ability is necessary.
about and develop skills related to the practices of exemplary leaders, and determine action plans for improving themselves as leaders back in their workplaces. The weekend also helps orient students to setting personal goals, working effectively in small groups, and expanding their learning processes. (3 units)

Term One

EMBA 801. Quantitative Modeling Bootcamp
Introduces the student to the concepts and techniques that will be essential to the mastery of the EMBA program content including representing relationships quantitatively, representing uncertainty, structuring data for analysis and decision-making, and spreadsheet modeling practice. (3 units)

EMBA 804. Financial Accounting Bootcamp
Covers two primary areas—financial accounting and cost accounting. Cost accounting focuses on the collection, analysis and interpretation of economic information at the firm level for the purpose of supporting better microeconomic decision-making and external financial reporting. Financial accounting provides participants with a basic knowledge of financial reporting and financial statements and the use of those statements. (1 unit)

EMBA 901. Business Analytics
Focuses on building the foundations upon which every cutting-edge BA application is built: statistics and mathematical optimization. Students learn about computational algorithms and software that are essential to implementation. Students will also engage in the crucial steps such as asking meaningful questions, structuring a framework in which their answers are to be pursued, and extracting actionable insights from numerical findings. (6 units)

EMBA 902. Navigating the Business Environment
The aim of this course is to understand the relationship between the firm and its various environments and how firms can navigate through these environments. The world economic community is undergoing tremendous changes. The unification and integration of global markets, the rise of India and China, the increasing concern with environmental and social issues, the increasing impact of the internet and other media, the current period of constrained resources and declining economic prosperity, the growing power of interest groups in our society, and rising concerns about ethics in business, all present significant challenges to the business firm and its managers. These changes and developments create both threats and opportunities for the firm. The firms that will be successful will be the ones that can best navigate through this vast sea of changes steering toward opportunities while avoiding shipwreck on looming threats. This course focuses on selected topics and approaches to understanding and navigating the environment of business. Approaches emphasized are business and society studies, strategic management, business ethics, and globalization studies. Topics included are business/government relations, the media, private and public politics, analysis of the market and nonmarket environments, the international environment, strategy in both market and nonmarket environments, business ethics and social responsibility. (6 units)

EMBA 903. Creating Value
This course covers the concept of valuation—how to determine valuation and corporate financial policies and decisions that can increase valuation. As such the course is split up into four sections. The first section covers the forecasting of financial statements. Accounting principles, basic financial statement analysis, rudimentary fixed income concepts, and general business strategy will be reviewed. The second section covers the calculations of cash flows from forecasted financial statements. This section will also review the concept of discounting cash flows (DCF) and extend the DCF concept to other valuation metrics. The third section covers the calculation of cost of capital. The capital asset pricing model is introduced as an example of an asset pricing model that can be utilized for computing cost of capital. The cost of capital is a function of the leverage utilized in a transaction/project/firm. This section will introduce how to quantify the effect of capital structure decisions on the cost of capital, and therefore to optimize these decisions in order to minimize the cost of capital. Finally, the fourth section puts all of the previous concepts together into an integrated application of valuation in different types of business settings—capital budgeting, project valuation, M&A, buyouts, equity carve-outs, and restructurings. This section will focus on how to utilize corporate finance as a tool in making value-maximizing business decisions. (6 units)

Term Two

EMBA 802. Financial Management Bootcamp
Introduces students to the accounting concepts required for financial management, spreadsheet skills, interpretation of financial statements, forecasting, basic discounting, risk and return. These basic skills are required for the more rigorous and extensive financial topics covered in EMBA 903. Students learn how to understand and analyze a firm’s financials with a view to better financial management using traditional analysis of balance sheets and income statements. Cash flow and working capital will also be analyzed. Discounted cash flow techniques will be introduced to learn about the firm’s investment decisions. Also introduces the basic concepts needed to understand how investors and market participants interact with the firm. (1 unit)

EMBA 803. Managerial Economics Bootcamp
This course introduces the analytical tools and theories used for managerial decisions related to economic issues. Course will analyze economic behavior of individuals and firms and explore how their interactions in markets affect managerial decisions. Discussion of some basic concept of markets, price elasticity, and the theory of firm to analyze managerial decisions made in the real world. (1 unit)

EMBA 904. Operating in Global Financial and Product Markets
This theme focuses on issues central to international operations. Students learn to recognize global economic trends, international financial links, and key drivers of international trade and competition. Course will also flesh out international differences in accounting, legal, and management practices, and in markets, employees, and customers. There a particular emphasis on economics and international financial crises. (6 units)
Term Three

EMBA 805. Supply Chain Management Bootcamp

Course is designed to provide an introduction to some of an organization’s fundamental decisions and tradeoffs associated with the planning and execution of the acquisition and employment of resources so as to effectively align supply and demand for its products and services. Since profitable and efficient alignment of supply and demand is the fundamental challenge that the upcoming theme Supply Chain Management focuses on, the discussions will provide basic conceptual intuition and analytical tools that will serve as a foundation for broader discussions. (1 unit)

EMBA 806. Marketing Management Bootcamp

This course demarcates the difference between strategic and tactical marketing and teaches how to make strategic marketing work in environments that are subject to rapid innovation cycles. Begins with the core marketing processes of segmentation, targeting and positioning, as well as mathematical choice models. Also examines conjoint analysis as a marketing technique and looks at differentiation and positioning and reverse positioning. (1 unit)

EMBA 805. Supply Chain Management

The objective of this theme is to consider the operation of a supply chain from a managerial perspective. It focuses on improving the performance of the firm and its supply chain through coordination among multiple sites, functions, and economic factors (customers and suppliers). Students learn to design and implement strategies for structure and management, both cross-functionally, within the firm, and across an industry value chain among interacting firms. These strategies include optimizing supply chains facilities, coordinating information and material flows, managing supplier relations, and managing customer order fulfillment processes. (6 units)

EMBA 906. Bringing Technology to Market

This theme will provide a framework and key constructs to put the student at the forefront of taking technology to market by designing and managing marketing channels using a value-based model. It builds on the core strategic marketing constructs in the marketing bootcamp. The value-based model involves the following key tools and frameworks: (1) Understanding End User Preferences for Channel Value Levers, (2) Make or Buy Decision and a Channel Responsibility Matrix, (3) Channel Enablement, (4) Channel Compensation and (5) Implementation. This theme also studies the Internet as a force that is disrupting channel and marketing models. Key aspects of Internet marketing and strategy will be investigated included search engine marketing, and the newly emergent world of social media. (6 units)

EMBA 907. Managing Innovation and Change

This theme explores a number of topics dealing with innovation and change. Focus is on understanding the dynamics of organizational change and how one can be an effective leader of change. Emphasizes the interplay among leadership, organizational architecture, culture and change in founding, growing, managing, and transforming organizations over time. The goal of the course is to help develop a pragmatic framework that students can use for organizational problem solving in their role as leaders. (6 units)

EMBA 908. New Business Venture

This theme conveys to students the excitement, challenge, and frustration entrepreneurs and venture capitalists face as they try to work together to build major businesses and create significant value. Provides an opportunity for a person to evaluate his or her own abilities and goals in regard to new business venturing opportunities. Develop an analytical framework for evaluating new business opportunities. A person can engage in this activity by buying an existing enterprise, starting a new firm, or participating in such activities in a larger, parent company. In these cases, it is necessary to make an analysis of existing and potential markets, competition, and the marketing strategies which may be employed. An analysis of people and facilities requirements also is essential, and ultimately all of the plans for the enterprise must be converted into a detailed financial plan. Understand the challenges of developing viable market share expectations based on coherent market logic. This market logic usually involves the need to combine several market opportunities into a “sensible but compelling” profit and loss projection. Review some of the special operating problems of new enterprises including the problems of survival in the early years, maintaining growth in an orderly fashion, and maintaining momentum as the market in which the entity competes as it approaches maturity. In particular, it is important to understand the challenge of developing viable market share projections. Understand some of the challenges associated with sustaining entrepreneurial momentum in a larger, more mature organization. (6 units)

Closing Weekend (Residential)

EMBA 900B. The Personal Journal for Leaders

The program culminates with a three-day residential weekend, again facilitated by Dr. Barry Posner, along with internationally acclaimed business ethics expert, Kirk Hanson (Director of SCU’s Markkula Center for Applied Ethics). Three-hundred-sixty-degree feedback on leadership is again provided, along with multiple opportunities to examine the ethical and spiritual challenges leaders confront. A chance to reflect upon the nature of one’s legacy, and how graduates will make a difference in the world. (3 units)
Master of Science
in Information Systems

The MSIS program at Santa Clara University is designed to equip leaders in information technology management with the tools to harness the power of information. Created by the same outstanding faculty that provides the premier MBA education for Silicon Valley, the MSIS degree focuses on the application of technology for solving real organizational and business problems. Much of the course work is project-based, connecting learning to actual challenges in the field. Students learn how to integrate emerging technologies into organizational practices and to successfully manage complex, technically centered change processes.

ADMISSIONS REQUIREMENTS

Applicants for admission to the MSIS program must have a U.S. bachelor’s degree from an accredited college or university or its foreign equivalent before registering in the Leavey School of Business. Applicants also must have successfully completed at least one course in each of the following areas prior to enrollment:

• A programming language
• Statistics

SUBMITTING AN APPLICATION

Applicants for the MSIS program may apply to begin study in the fall, winter, and spring quarters. MSIS program information and additional details are available from the Graduate Business Admissions Office, www.scu.edu/msis or by calling 408-551-7047. Brochure requests and admission correspondence also may be sent via email to msis-admissions@scu.edu.

Applicants must complete and submit the following items before the Admissions Committee will render an admissions decision:

• Application form, resume, and essay question responses (completed online)
• Two completed confidential Letter of Recommendation forms (forms available online)
• Two official transcripts from all higher education institutions attended, presently attending (including junior/community colleges and extension programs). All applicants who hold a bachelor’s degree from outside of the United States are required to have their official transcripts evaluated by a member of the National Association of Credential Evaluation Services (NACES). We require a course-by-course, cumulative GPA, and U.S. degree equivalency evaluation. Exceptions are made for applicants who hold an undergraduate or graduate degree from an accredited U.S. University.
• Official Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) score
• Official Test of English as a Foreign Language (TOEFL) score, International English Language Testing System (IELTS), or Pearson Test of English (PTE), if required
• Non-refundable application fee of $100 ($150 for international student applicants requiring a student visa)

Online application fees must be paid by credit card or electronic check and submitted electronically. To apply online, visit www.scu.edu/apply/business.

Applicants must have their official GMAT or GRE score reports sent directly to the Graduate Business Admissions Committee. Applicants whose first language is not English must either achieve a minimum score of 95 on the TOEFL (internet-based test), 7 on the IELTS, or 68 on the PTE. This requirement may also be met by scoring at or above the 50th percentile on the verbal portion of the GMAT or GRE.

Foreign-born admitted students requesting student visas must submit a current financial statement (no more than 90 days old) showing adequate funds for tuition, fees, and living expenses for the first year of study, and they must be enrolled in at least 9 units each quarter. Santa Clara University is authorized under federal law to enroll nonimmigrant students.

Applicants are responsible for the appropriate submission of all application materials, including:
• Application form, resume, fee, and essay responses submitted online
• Recommendation letters and transcripts submitted in hard copy to the admissions office: MSIS Admissions Committee, Leavey School of Business, Lucas Hall Suite 109, Santa Clara University, 500 El Camino Real, Santa Clara, CA 95053-0410
• GMAT/GRE and TOEFL/IELTS/PTE scores sent directly from the test center to the MSIS Admissions Committee

The MSIS Admissions Committee will not review applications until all materials have been received.

ADMISSIONS CONTINGENCIES

Applicants may be admitted with one or more contingencies. All contingencies are documented on the student’s Program Plan Card which is provided to the student at the time of admission. All contingencies must be fulfilled by the end of the student’s first term in residence. Students who do not fulfill their contingency requirements by the end of their first term in residence will not be permitted to register for classes until the contingency is fulfilled.

APPLICATION DEADLINES

The completed application package should be sent as early as possible. The deadlines are:

• Fall Quarter Round 1: April 1
  Round 2: June 1
• Winter Quarter November 1
• Spring Quarter January 20

ADMISSIONS DECISIONS

Admissions decisions are made throughout the year. Applicants are admitted on the basis of academic ability as indicated by college records and GMAT/GRE scores, demonstrated technical management potential (including work experience and recommendations), and motivation to complete a demanding academic program. Once accepted, a nonrefundable tuition deposit is required prior to registration. The deposit is applied toward the student’s first-term tuition.

PROGRAM DESCRIPTION

Curriculum Clusters

1. Core Business Knowledge (3 courses)

Gives students an understanding of the context in which information systems operate. Students acquire a basic knowledge of business and organizational requirements that enables them to understand how information systems are designed and successfully implemented. Students must complete all of the following courses:

• ACTG 2301 Financial Accounting
• MGMT 2501 Organizational Analysis and Management (nonwaivable)
• OMIS 2355 Computer-Based Decision Models

2. Core Information Systems Knowledge (6 courses)

Teaches students about the technical aspects of information systems design and the strategic issues around the use of such systems. Students must complete all of the following courses:

• MSIS 2601 Object-Oriented Analysis and Programming
• MSIS 2602 Information Systems Analysis and Design
• MSIS 2603 Database Management Systems
• MSIS 2604 Information Systems Policy and Strategy
• MSIS 2605 Telecommunications and Business Networks
• MSIS 2606 Software Project Management

3. Specialization (choice of 5 courses; equal to a minimum of 15 units)

Offers a variety of electives to help students develop capabilities in a specific area. Students must complete five of the following courses:

• COEN 250 Information Security Management (2 units)
• COEN 252 Computer Forensics (4 units)
• IDIS 2700 Effective Business Communications (1 unit)
• IDIS 3612 Management of the High Technology Firm Seminar
• MGMT 3504 Innovation in Silicon Valley
The MSIS faculty. This option requires approval by the supervising faculty member and the director of the MSIS program. Full-time students selecting this option should begin their project no later than the beginning of their second year of study. The objective of this option is to study an information system topic in detail and advance the state of the knowledge in that field theoretically, or to apply the state-of-the-art information system technology to solve a problem. The outcome of this option is development of a final report and the successful submission of a research manuscript to a refereed journal for publication. This option may span two or more quarters.

The Industry Project Option (MSIS 2640, 2642, and 2643 – 6 units)

In this option, students work with a sponsoring company, where they join forces with employees, managers, and executives to develop and implement practical, hands-on solutions to a company’s information technology challenges. This option spans a minimum of two quarters. Students are responsible for the entire process, from project requirements to implementation. During the process, students form valuable working relationships with each other, faculty mentors, and leaders in the company with which they work. This option consists of three MSIS Capstone courses: MSIS 2640 (1 unit), MSIS 2642 (2 units), and MSIS 2643 (3 units) and is viewed as a single project-oriented course. The objective of this option is to solve a practical problem by applying and integrating the methods and concepts studied in the MSIS program. An industry capstone project must be a real project, with an identified sponsor or client. MSIS students will be interviewed and a team is selected by the Capstone Program Manager to complete each capstone project. Student teams will be limited in size, with typically four or five students in a group. The student team will define the problem, perform a feasibility study, analyze the problem, design a solution, and implement that solution to satisfy the sponsoring client. Participation in this option is competitive and there are only a limited number of such projects per year. The process for this option is as follows:

1. The team in coordination with the sponsoring company defines the problem and approval of the sponsored client.
2. The team registers for MSIS 2640 (1 unit) and MSIS 2642 and MSIS 2643 in two subsequent quarters. The team registers for MSIS 2642 & MSIS 2643 in two subsequent quarters. The student team and the advisor meet as needed to discuss the project, address questions, and assess progress toward completion.
3. The student team should complete the project over approximately two quarters. A project is considered complete when all its milestones are achieved and the final project report has been accepted by the advisor and the client. A formal sign-off by the sponsoring company is required. The time span of the project may exceed two quarters.
4. There will be a single grade for MSIS 2640, 2642, & 2643. That grade will be assigned after the completion of the project.
5. Students may take one elective course while taking this option.
6. Students with a full-time job are discouraged from taking additional courses while enrolled in this option.

4. Integration and Application (9 or 12 units)

Explores how information systems are designed and used, and how broad social and ethical questions must be considered in thinking about the use of such systems. Students may complete a major application project as part of this cluster. Students must complete the following course and one of the Capstone options:

**MSIS 2641 Information Technology: Ethics and Public Policy (3 units)**

**Capstone Options:**

The primary objective of the MSIS Capstone sequence is to offer students the opportunity to complete the final step (beyond the core and elective requirements) in earning a Master of Science in Information Systems by participating in an experiential learning process and to apply the knowledge learned in the program to real life applications. The program offers four options to students to achieve this objective:

1. The Thesis option (6 units; MSIS 2644)
2. The Industry Project option (a sequence of 1, 2, and 3 unit courses for a total of 6 units; MSIS 2640, 2642, & 2643)
3. The Capstone Design Project option (a sequence of 1, 2, and 3 unit courses for a total of 6 units; MSIS 2645, 2646, & 2647)
4. Additional Course Work: a set of three MSIS elective courses (9 units)

After completing (minimum) 30 units, (GPA ≥ 3.0), each student is required to begin the capstone option selection process by interviewing with the capstone advisor. The advisor will determine the most appropriate option for each student. The four options are described below.

**The Thesis Option (MSIS 2644 – 6 units)**

Students can individually or as a team of two propose a research project to one of the MSIS faculty. This option requires approval by the supervising faculty member and the director of the MSIS program. Full time students selecting this option should begin
Upon completion of the Industry Project Option, student participants must submit the MSIS Completion of Capstone Project form with the appropriate faculty signatures (faculty director and advisor) and assigned grade to the Graduate Business Programs Office. The grade will be submitted to the Office of the Registrar for posting for all courses.

**The Capstone Design Project Option (MSIS 2645, 2646, and 2647 – 6 units)**

Students selecting this option can satisfy their capstone requirement by working on a self-defined information systems project approved by the MSIS program director. This option, upon approval, is expected to span a minimum of two quarters and students are encouraged to start the process once they have completed most of their core courses. Students are responsible for the project completion, and students should submit all deliverables stated in their project proposal, including a working prototype and the final report summarizing their results and the learning experiences.

This option consists of three MSIS Capstone courses: MSIS 2645 (1 unit) (for project proposal), and MSIS 2646 (2 units) and MSIS 2647 (3 units) (for project execution). It is intended that MSIS 2645 (1 unit) will be completed in 3 months, during which students are expected to write a successful project proposal, identify knowledge and skills needed for project execution, required data and resources necessary for project completion. The MSIS 2646 (2 units) and MSIS 2647 (3 units) are intended to be completed over a sequence of two quarters. Given the length of the design project option, students deciding to pursue this option should contact the MSIS Capstone Project Manager one year before expected graduation date.

The design project option is initiated by students and supervised by a faculty. The objective of the design project is to focus on an area of personal/group interest, possibly a start-up concept, solving a self-initiated problem by applying and integrating the knowledge gained in the MSIS program. Students will develop extra-curricular skills (decision making, negotiation, making contacts, confidence building, and teamwork) and demonstrate skills and competencies to enhance employability and entrepreneurship. MSIS students will be interviewed and a team is selected by the Capstone Project Manager. The team will be limited in size, with typically three or four students in a group. The team will define the problem, perform a feasibility study, analyze the problem, design a solution, and implement the project.

The process for this option is as follows:

- One or more students prepare a 1-2 page preliminary project proposal, which should include rationale for conducting the design project, description of the problem(s) of interest, learning objectives, data or other resources to be used, required reading, expected expertise and support, and deliverables upon project completion.
- This preliminary project proposal is submitted to the Capstone Project Manager. The Capstone Project Manager at this stage could ask the students to change/review the preliminary project proposals to ensure consistent format and quality of the proposal. Upon acceptance of the proposal, he selects the remaining team members based on the preliminary project proposal, required skills and experiences. The MSIS Program Director and the Capstone Project Manager will then assign a MSIS Faculty Advisor to the project.

- The team registers for MSIS 2645 (1 unit)
- The team, in coordination with the MSIS Faculty Advisor, will finalize the problem definition and develop a formal project proposal which should include:
  - A clear description of the problem/creative enterprise
  - A preliminary survey/review of relevant literature
  - A description of the proposed methodology
  - Expected outcome/product (which will include a fully functional prototype)
  - Method of evaluation
  - The time frame and project schedule
  - Meeting schedule
  - Online platform used for team discussion and keeping research diary
- Next the team registers for MSIS 2646 & MSIS 2647 in two subsequent quarters. A project is considered complete when all its milestones are achieved, a working prototype is produced, and the final project report has been accepted by the Faculty Advisor and the MSIS Program Director. Note that the time span of the project execution depends on the team progress and may exceed two quarters.
- There will be a single grade for MSIS 2645, MSIS 2646, and MSIS 2647. That grade will be assigned after the completion of the project.
- Students may take one elective course while taking MSIS 2646 & MSIS 2647 in this option. Students with a full-time job are discouraged from taking additional courses while enrolled in this option.

**Capstone: Additional Course Work (9 units)**

This option will require approval of the MSIS director and is only intended for exceptional circumstances in which a student cannot select one of the other three options. In such a case, the student is required to take three electives (9 units). The additional electives will require approval of the MSIS director. It is also noted that this option requires nine units of additional course work to satisfy the capstone requirement and results in a total of 57 units (rather than 54 units) in order to complete the requirements for the MSIS degree. Students are discouraged from choosing this option. However, under special circumstances, a student granted this option acknowledges and accepts that this option requires an additional 3 units of course work beyond that required by the other three capstone requirement alternatives, bringing the total number of units required for graduation to 54 units instead of the 51 units required by the other three capstone requirement alternatives.

**MSIS GRADUATION PETITION PROCESS**

In order to graduate, all MSIS students must complete and submit an online Petition to Graduate. The information provided in the petition is used to order and mail the diploma and list names in the SCU Commencement Book. If this data changes after the petition has been submitted, students must re-submit an amended petition. Students failing to do so could be omitted from the commencement book and ceremony.
Master of Science in Entrepreneurship

Introduced in June 2013, the Master of Science in Entrepreneurship is designed to produce graduates who:

- Recognize innovative ideas and assess their marketability
- Understand the unique challenges of new business, including resource limitation and ability to scale
- Operate within an ethical framework, implementing decisions with integrity
- Create and sustain new ventures with potential for growth and long-term viability

The MSE program is a 14-month, full-time degree program that equips students with the business skills and practical experience to ready themselves for careers in start-ups, social enterprise, and new business development. Most remaining program requirements are completed with classes that will also include students from the MBA and other M.S. programs. The MSE program is taught by the same faculty as the MBA program, and has the same Association to Advance Collegiate Schools of Business International (AACSB) accreditation. A new class begins each June.

ADMISSIONS

Admissions requirements for the MSE program are similar to those for the evening MBA program (please refer to the Admissions section, Chapter 3) with the following exceptions:

- Admission is in the summer quarter only
- Deferments are generally not permitted
- Professional work experience is not required
- An interview is required

Please refer to www.scu.edu/business/mse/admissions for additional information.

In order to be eligible to graduate, MSIS students must complete:

- All required coursework specific to the year in which they began the program
- The required number of units specified to the year in which they began the program
- The total program with a cumulative GPA of 3.0 or higher
- Not have any I or N grades listed on their transcripts

Deadlines to submit a Petition to Graduate are as follows:

- June graduation: February 15
- September graduation: May 15*
- December graduation: August 15
- March graduation: December 15

*Students wishing to participate in the June Commencement Ceremony must submit their petitions by March 15.

Transferring to the MBA Program

It is possible to transfer from the MSIS program to the evening MBA program. However, Admissions will not review a transfer request until the student has completed one year in the MSIS program. A transfer will be granted only once, is not automatic, and is at the discretion of the Faculty Director and Senior Assistant dean.

For information regarding entrance into the MBA program after completion of the MSIS program, contact the Graduate Business Admissions Office.

Academic Information

Students enrolled in the MSIS program at Santa Clara are required to follow the same policies and procedures as students in the MBA program. Each student is personally responsible for knowing all of the academic regulations of the graduate business school. This includes, but is not limited to; grading, leave of absence, withdrawal, and concurrent enrollment. Please refer to the Academic section for additional information.

To Petition to Graduate, visit the website: www.scu.edu/business/graduates/graduation/
Transferring into Another Graduate Business Program

Transferring into another graduate business program is possible. A transfer will be granted only once, by application, and is at the discretion of the faculty director and the senior assistant dean. Applications can be submitted between September 15th and March 15th of each academic year.

Students wishing to apply for a transfer to another graduate business program will need to complete the following:

- M.S. transfer application
- A brief personal statement (1 page) advocating transfer
- A recommendation from a SCU faculty member attesting to performance and supporting the transfer

The Faculty Director and Senior Assistant Dean will review the application, personal statement, and recommendation in concert with the student’s GRE/GMAT score and academic performance in the current M.S. program before making a decision on the request. A transfer back to the M.S. in Entrepreneurship is not possible once the student is approved to transfer to another graduate business program.

For information regarding entrance into the MBA program after completion of the MSE program, contact the Graduate Business Admissions Office, 109 Lucas Hall.

Academic Standing

To qualify for the MSE degree, a student must maintain an overall grade point average (GPA) of at least 3.0 in all work taken in the Leavey School of Business. A grade of C- is considered a minimum passing grade in each course. A grade of F is considered a failing grade, and the units will not be counted toward graduation requirements.

After bootcamp (sessions 1 AND 2), if a student has a cumulative GPA below a 3.0, he/she will be placed on academic probation. A student then has one quarter to raise the GPA to 3.0.

The administration will contact faculty midway through the term to acquire a status update on academic performance to ensure students are aware of academic resources and tutoring in an attempt to resolve matters before they affect GPA.

If a student has a cumulative GPA below a 3.0 at the end of his/her final quarter and all course requirements have been satisfied, no degree will be awarded until the cumulative GPA is a 3.0 or better through completion of additional graduate course work in the Leavey School of Business.

Student Responsibility

Students enrolled in the MSE program are required to follow the same policies and procedures as students in the evening MBA program. Each student is personally responsible for knowing all of the academic regulations of the graduate business school. This includes, but is not limited to: grading, honor code, leave of absence, withdrawal, and concurrent enrollment policies. Please refer to the Academic Information section, Chapter 5, for additional information.
Master of Science in Finance

Introduced in June 2013, the Master of Science in Finance is designed to produce graduates who have the skills to:

• Evaluate risk, devising appropriate risk and investment management strategies
• Interpret and analyze financial information, and develop financial models to assist decision-making
• Understand ethical standards in business and recognize and evaluate issues of ethics and integrity facing financial decision-makers
• Develop and strengthen skills in leadership and collaboration

The MSF program is a one-year, full-time degree program which equips students with the business skills and practical experience to ready themselves for careers in banking, consulting, corporate finance, government, and investments. With finance elective courses, the student can focus in corporate finance, investment management, or capital markets. The MSF program is taught by the same faculty as the MBA program, and has the same Association to Advance Collegiate Schools of Business International (AACSB) accreditation. A new class begins each June.

ADMISSIONS

Admissions requirements for the MSF program are similar to those for the evening MBA program (please refer to the Admissions section, Chapter 3) with the following exceptions:

• Admission is in the summer quarter only
• Deferments are generally not permitted
• Professional work experience is not required
• An interview is required

Please refer to www.scu.edu/business/msf/admissions for additional information.

ACADEMIC INFORMATION

Preprogram Requirement

Admitted students have until the end of their first term in residence (end of Summer quarter) to complete the Calculus requirement. We encourage students to complete the requirement before enrolling in the program if possible. Calculus may be satisfied by: (a) having taken a minimum of 3 quarter units of college calculus within the past 10 years with a grade of C or better, or (b) having a bachelor’s degree in engineering, mathematics,
or the physical sciences if accompanied by a strong GMAT/GRE quantitative score, or (c) passing the OMIS 351 Mathematical Analysis Equivalency Exam, or (d) completing OMIS 351 with a P (passing) grade or an approved business calculus course elsewhere with a grade of C or better during the first quarter. Students with math/science/engineering degrees are waived from this requirement. Pre-program requirements do not count toward the units for graduation.

Course Waiver Policy

Students in the MSF program may receive credit for coursework taken previously in limited circumstances. Students with a professional qualification (CPA, CMA, Chartered Accountant or similar) or recent (within 6 years) substantial coursework in accounting, including through Intermediate Accounting, may receive credit for the Accounting requirement. Students with substantial preparation in statistics, including coursework (within 6 years) may receive credit for the Statistics core requirement. A minimum grade of B is required in each class accepted for waiver credit. Students with substantial preparation in Microeconomics, including coursework (within 6 years) may receive credit for the Economics core requirement. Transcripts for students with undergraduate degrees in Finance will be evaluated on an individual basis to determine if any waiver credit will be granted.

The determination of whether prior coursework or professional qualification is sufficient for credit may be made by the admissions staff in many circumstances. In unusual situations, students may be asked to prepare a petition outlining their prior preparation for faculty review.

This policy applies to matriculated students only. Policies for non-matriculated students may be different.

Program Description

The MSF program requires 48 units to complete the degree. Below is the required curriculum, listed by term.

Summer Bootcamp (12 units)
- ACTG 2300 Financial Accounting (3 units)
- ECON 2401 Economics for Business Decisions (2 units)
- FNCE 2452 Financial Management (4 units)
- OMIS 2353 Statistical Methods (3 units)

Fall Quarter (12 units)
- FNCE 2453 Corporate Finance (3 units)
- FNCE 2455 Investments (3 units)
- MGMT 2501 Managerial Competencies and Team Effectiveness (3 units)
- Non-Finance Elective (3 units)

Winter Quarter (12 units)
- ACTG 2303 Corporate Financial Reporting (3 units)
- Finance Electives (3 units)
- MGMT 2512 Practice and Morality of Leadership (3 units)
- Unrestricted Electives (3 units)

Spring Quarter (12 units)
- Finance Electives (3 courses/9 units)
- Unrestricted Elective (3 units)

Finance electives may be clustered to create a focus in corporate finance, investment management, or capital markets.

Note: Please refer to Chapter 18 for all course descriptions.

Leaves of Absence

Due to the full-time nature of the MSF program, a student requiring a leave of absence may be required to withdraw from the program. Alternatives to continuing his/her education should be discussed with the director, M.S. Programs.

Program Withdrawal

Students who want to withdraw from the program and the university must notify the Graduate Business Programs Office of their intent in writing. Some portion of the tuition may be refunded and will be determined at time of withdrawal notification. Withdrawal from the university is not complete until the student clears obligations with the Bursar’s Office.

Transferring into Another Graduate Business Program

Transferring into another graduate business program is possible. A transfer will be granted only once, by application, and is at the discretion of the faculty director and the senior assistant dean. Applications can be submitted between September 15th and March 15th of each academic year.

Students wishing to apply for a transfer to another graduate business program will need to complete the following:
- M.S. transfer application
- A brief personal statement (1 page) advocating transfer
- A recommendation from a SCU faculty member attesting to performance and supporting the transfer

The Faculty Director and Senior Assistant Dean will review the application, personal
statement, and recommendation in concert with the student’s GRE/GMAT score and academic performance in the current M.S. program before making a decision on the request. A transfer back to the M.S. in Finance is not possible once the student is approved to transfer to another graduate business program.

For information regarding entrance into the MBA program after completion of the MSE program, contact the Graduate Business Admissions Office, 109 Lucas Hall.

Academic Standing

To qualify for the MSF degree, a student must maintain an overall grade point average (GPA) of at least 3.0 in all work taken in the Leavey School of Business. A grade of C- is considered a minimum passing grade in each course. A grade of F is considered a failing grade, and the units will not be counted toward graduation requirements.

After bootcamp (sessions 1 AND 2), if a student has a cumulative GPA below a 3.0, he/she will be placed on academic probation. A student then has one quarter to raise the GPA to 3.0.

The administration will contact the faculty midway through the term to acquire a status update on academic performance to ensure students are aware of academic resources and tutoring in an attempt to resolve matters before they can affect GPA.

If a student has a cumulative GPA below a 3.0 at the end of his/her final quarter and all course requirements have been satisfied, no degree will be awarded until the cumulative GPA is a 3.0 or better through completion of additional graduate course work in the Leavey School of Business.

Student Responsibility

Students enrolled in the MSF program are required to follow the same policies and procedures as students in the evening MBA program. Each student is personally responsible for knowing all of the academic regulations of the graduate business school. This includes, but is not limited to: grading, honor code, leave of absence, withdrawal, and concurrent enrollment policies. Please refer to the Academic Information section, Chapter 5, for additional information.

STUDENT LIFE

MSF program students can take advantage of all of the Graduate Business student life activities, which include but are not limited to:

• Student network events
• Career management seminars
• Career fairs
• Career counseling
• Quarterly networking socials
• Academic awards and recognition

Career Management

Build your future. Take charge of your career.

CAREER MANAGEMENT: AN INTRODUCTION

Whatever your future professional aspirations may be, Graduate Business Career Management will give you the necessary tools to successfully launch and manage the next phase of your career. Whether you want to transition into another industry, or expand your role within your current organization, Career Management offers development services and consulting to fit your specific needs.

As a current student, you can take advantage of individual career consulting, career management workshops, online resources, and other services to realize your professional goals.

CAREER RESOURCES, SERVICES, AND PROGRAMMING

Graduate Business Career Management offers:

• Alumni panels
• Career assessment
• Career consulting
• Career fairs (in partnership with the university career center)
• Career management workshops
• Career networking opportunities
• Company information sessions
• Company site visits
• Job search resources
• LinkedIn groups
• Mock interviews
• On Campus Interviewing
• Online career tools
• Resumé and LinkedIn reviews
BRIDGES EXPERIENTIAL LEARNING PROGRAM

The BRIDGES Experiential Learning Program is a unique opportunity for both working professional and full-time Santa Clara University MBA candidates to further enhance their skills and real world experience through experiential learning projects.

Paired with a Silicon Valley company or nonprofit organization, students will be tasked to solve a specific business challenge over the course of the summer using the skills acquired through their MBA education. This program is an ideal solution for students who wish to enhance any skill gaps with practical experience, and either currently hold a full-time job or are looking to transition into a different industry or discipline.

CONNECT WITH US

Bookmark the Events web page for access to career management programming. The Events calendar is located at: www.scu.edu/business/graduates/careers/events/index.cfm. Please sign up in advance for events.

Students are also able to request an appointment with a GBCM Career Consultant through the website: www.scu.edu/business/graduates/careers/ and complete the appointment request form to schedule a personalized career consulting session. GBCM offers individual sessions for students free of charge. Sessions are confidential. Topics include:

- **Career Acceleration**: Leverage your MBA/MSIS/M.S. degree to accelerate your career within your organization or industry.
- **Career Planning**: Map out your 3-5 year career action plan; explore post-MBA/MSIS/ M.S. careers through assessment and research.
- **Career Transition**: Plan and implement an effective career transition to a new industry or function.
- **Job Search**: Develop a personalized job search strategy. Receive expert feedback on resumes and cover letters, mock interviews, LinkedIn profiles.

Join these LinkedIn Groups:
- Santa Clara University Graduate Business Career Management
- Santa Clara University & Alumni Association (Official)
- SCU School of Business

GBCM Events Calendar:
www.scu.edu/business/graduates/careers/events/index.cfm

Honors, Awards, and Recognition

The Leavey School of Business Graduate Programs (GBP) offers a variety of awards and recognition to students for outstanding academic achievement. In addition to academic recognition, the Dean recognizes students for outstanding contributions to the graduate program and the university.

BETA GAMMA SIGMA

Beta Gamma Sigma is the international honor society serving business programs accredited by AACSB International. Election to membership is the highest scholastic honor a business student can achieve. It is limited to outstanding students who give promise of success in the field of business and who rank in the top 20 percent of MBA/M.S. graduates.

BELOTTI AWARDS

As a result of the generosity of Dr. Mario Belotti, three awards are given to graduate business students and are endowed by the Mario Belotti Scholarship Fund. Award recipients must be degree-seeking students enrolled in the graduate business school. Awards are offered when the respective courses are offered during fall, winter, and spring quarters.

The **Off to a Great Start** award recognizes the two top students in each section of ACTG 3100 and MGMT 3500, the first classes students typically take in the program. The faculty teaching each of the respective sections selects the recipients.

The **Turning the Corner** award recognizes MBA students who have completed 34 to 40 units and MSIS students who have completed 24 to 32 units (including waived courses) and have a GPA of 3.9 or above. The award is offered fall, winter, and spring quarters. Students may earn this award only once during their time in the program.

The **Home Stretch** award honors the top group in each section of MGMT 3519, which students take after the completion of all core courses. The MGMT 3519 professors select the recipients of this award.
DEAN’S LIST

The Dean’s List honors all students who receive a term GPA of 3.8 or above for the eligible term, if they were enrolled in a minimum of 4 units and have completed at least 10 units toward their cumulative GPA prior to the eligible term. Students in their first term or who are not in good academic standing are not eligible for the Dean’s List. Students are notified on a quarterly basis and recognition is acknowledged annually. The Dean’s List is not awarded during the summer term.

DEAN’S LEADERSHIP AWARD

Each year, upon recommendation of the faculty, fellow students, and staff, the Dean names one or more graduating students to receive recognition for contributions to the program, school, community, and/or corporate world. These may be given for extraordinary service, leadership, innovation, and audacity. Students are recognized in June of each year at the Student Life Awards Reception.

Outside the classroom, graduate business students can develop new interests and broaden their networks of SCU students and alumni by participating in Student Life activities. The Graduate Business Programs Student Life team provides a richer graduate business experience for the student body by organizing quarterly signature events, professional development programs, and social networking opportunities. Additionally, the Student Life staff is responsible for supporting the programming efforts of the Inter-Network Council (INC) and the graduate business student networks.

LEADERSHIP OPPORTUNITIES

GBP Inter-Network Council

The Inter-Network Council is comprised of all GBP Student Network presidents, the INC Chair, and Vice Chair of Events and Marketing. Together, the INC leadership team coordinates co-curricular and extra-curricular programming by collaborating with various departments and the GBP staff.

GBP Student Networks

The purpose of Santa Clara University Graduate Business Networks is to:

- Promote, coordinate, and implement programs for graduate business students
- Strengthen channels of communication among students, faculty, and administration of the Leavey School of Business, the University community, and the Silicon Valley Business community
- Enrich the co-curricular and extracurricular aspects of student life in the Graduate Business Programs
- Develop and enhance the leadership skills of network student presidents

GBP Student Networks accomplish this by offering graduate business students a variety of opportunities to network with classmates, alumni, and industry professionals through panels and presentations. Students create the networks with the support, guidance, and direction of the GBP Student Life team. Networks hold meetings twice a quarter and members are expected to attend at least four of six meetings during the academic year. All graduate business students and alumni are eligible to participate as members in the Networks.
Current active networks include:
• Entrepreneurs Connection
• Finance Connexion
• Food and Agribusiness Network
• Information Systems Connexion
• International Business Network
• Marketing Network
• Net Impact
• Sports Business Network
• Women in Business

All graduate business students are encouraged to join at least one network in order to maximize their experience at Santa Clara University. For more information, contact Student Life at: gbpstudentlife@scu.edu.

NEW STUDENT ORIENTATION PROGRAM

New Student Orientation consists of a series of mandatory sessions that are designed to acquaint graduate business students with the resources and tools they need to succeed while attending Santa Clara University. New Student Orientation is held in fall, winter and spring quarters. Once students have submitted their enrollment deposits, they are contacted by e-mail with information and specific dates for these events.

New MBA and M.S. students participate in orientation sessions designed to prepare them for the graduate program. Orientation acquaints and sensitizes students to the overall structure of their respective curricula and its rigor and demands. It also provides an overview of general administrative procedures for each program. In addition to meeting faculty and fellow students, new MBA and M.S. candidates have the opportunity to learn about academic and co-curricular activities within the School of Business. New students are invited to network with current students and alumni who can share their experiences while in the program and after graduation.

Specialized orientation sessions are held for the Executive and Accelerated MBA Programs and for the M.S. programs.

The centers and institutes at the Leavey School of Business focus on interdisciplinary research and cultivate partnerships with the business community to broaden and test their findings. These partnerships provide learning opportunities for students and professionals, and give faculty the chance to investigate particular business problems.

CENTER FOR INNOVATION AND ENTREPRENEURSHIP

Established to lead the extension of Santa Clara University’s mission into the study and practice of innovation and entrepreneurship, the Center for Innovation and Entrepreneurship (CIE) provides a hub for entrepreneurial activity within the community. It also drives the development of entrepreneurship curricula and assists students, faculty/staff, and alumni with the launch of new ventures.

The CIE connects with students through the Graduate Entrepreneurship Program, which features a variety of events at the curricular and co-curricular level, including a quarterly speaker series and Global Entrepreneurship Week activities. In addition, the CIE provides students with business plan review and coaching both on an ad-hoc basis and through its quarterly Office Hours for Entrepreneurs series, offers networking mixers, field trips and Silicon Valley event attendance opportunities.

With a distinguished advisory board that includes entrepreneurs, venture capitalists, venture attorneys and accountants, corporate executives, and the deans of the schools of business, engineering, law and the college of arts and sciences, the CIE engages students with Silicon Valley community leaders and startups through internship and mentor opportunities.

Interested students are encouraged to enroll in the CIE Entrepreneurship Program. For more information, contact the Center for Innovation and Entrepreneurship at: cie@scu.edu, or visit scu.edu/cie.

EXECUTIVE DEVELOPMENT CENTER

Since 1957, the Executive Development Center (EDC) has collaborated with hundreds of companies to provide educational experiences geared toward developing effective leaders, stronger teams, and impactful management practices. The EDC leverages its location and strong connections in the heart of Silicon Valley to deliver customized and innovative learning solutions designed to assist companies in tackling the biggest challenges of today’s business environments. Being in the heart of Silicon Valley guarantees that our high quality business faculty has the necessary understanding of the rapid pace of change and unique issues faced by companies based in this the most innovative and entrepreneurial business environment in the world. We draw upon the complete resources of the University and its network of distinguished educators, scholars, and practitioners,
CERTIFIED EQUITY PROFESSIONAL INSTITUTE

The Certified Equity Professional (CEP) Institute was established in 1989 to promote and provide a certification for the equity compensation administration profession. The CEP Institute offers three sequential independent study courses designed for equity compensation professionals to develop their knowledge and credibility in issues pertinent to the industry. The CEP Institute curriculum serves as the industry’s educational standard. Organizations and individuals use the institute’s exams to measure basic (Level I), intermediate (Level II), and advanced (Level III) knowledge, skills, and abilities related to equity compensation administration. The CEP program is designed for those directly involved in the day-to-day management and administration of equity compensation plans, as well as those working in related fields such as investment banking, equity brokerage, tax accounting, and law. Upon completion of the three courses and their corresponding examinations, the candidate receives the designation of Certified Equity Professional.

For further information, please contact:
Executive Development Center
Phone: 408-554-4521
Email: edc@scu.edu
Web: www.scu.edu/business/edc

Certified Equity Professional Institute
Phone: 408-554-2187
Email: cepi@scu.edu
Web: www.scu.edu/business/cep

RETAIL MANAGEMENT INSTITUTE

The institute also is a leader in two other important areas—management development and active research. Retailers are served with executive education via open-enrollment management development programs, seminars, and custom-designed programs. The Institute’s retail research program, the Retail Workbench Research and Education Center, aims to expand knowledge and solve important problems using advanced analytical techniques and information technologies to meet the needs of decision makers in the rapidly changing retail environment.

For additional information, please contact the Retail Management Institute at 408-554-4960, via email at rmi@scu.edu, or visit www.scu.edu/business/rmi.

CERTIFICATE FOR ADVANCED ACCOUNTING PROFICIENCY

The Certificate of Advanced Accounting Proficiency (CAAP) Program provides an intense sequence of accounting coursework offered over nine months on either Saturdays or Sundays or during 14 weeks in the summer. The program fosters an intimate learning environment with high-quality faculty, and delivers the necessary accounting units to become a CPA. There are additional requirements to become a CPA in California. For details regarding these requirements, please visit www.dca.ca.gov/cba. For more information on the CAAP program, please contact the Executive Development Center at 408-554-4521 or visit www.scu.edu/business/caap.

CENTER FOR ACCOUNTING EDUCATION AND PRACTICE

The Center for Accounting Education and Practice (CAEP) was established in 2000 to expand and develop relationships among business students, faculty, and Silicon Valley accounting professionals. One of the Center’s responsibilities is to sponsor or co-sponsor seminars on contemporary issues of interest to our students and external constituents. Guest speakers include chief financial officers, fraud auditors, accounting policymakers, valuation experts, and government regulators. MBA students are welcome to attend all CAEP events.

FOOD AND AGRIBUSINESS INSTITUTE

The Food and Agribusiness Institute (FAI) has a long, distinguished history within the Leavey School of Business. Since its inception in 1973, the Institute has graduated more than 600 MBA students, many of whom now hold executive and management positions in the food industry throughout the world. FAI faculty members are recognized scholars and instructors with expertise in a wide range of food industry issues.

The Specialization in food and agribusiness is one of the few programs in the nation that combines a fully accredited MBA degree with an emphasis on food and agribusiness management. Students pursuing the specialization in food and agribusiness are eligible to receive financial aid from the FAI.
The Food, Hunger, Poverty, and Environment (FHPE) Pathway offers undergraduates the opportunity to focus on the complex interrelationships among food production, food consumption, hunger, poverty, and the environment. Students pursuing the FHPE Pathway are encouraged to apply for competitive research fellowships. Students chosen as fellows pursue an original research project for a year that focuses on the themes within the FHPE Pathway.

All students are encouraged to enhance their coursework with the enrichment programs offered by the FAI. Through the internship program, students have the opportunity to apply their classroom education in a professional work environment. The Institute’s mentor program links students with food industry executives working in the student’s area of interest. The immersion program and field trips expose students to the rich diversity of the food industry through domestic and international learning experiences.

The Institute hosts numerous educational events throughout the year. The Food for Thought speaker series focuses on topics related to food, agribusiness, and social and environmental responsibility. Another speaker series, The Business of ..., highlights the experience of an executive or entrepreneur related to a particular food industry or food product. Career Talks features Food and Agribusiness alumni and industry specialists discussing their career paths and experience. The FAI also sponsors executive development programs, conferences, campus initiatives, and research projects.

For further information, please contact:
Food & Agribusiness Institute
Phone: 408-554-4086
Fax: 408-554-4777
Email: fai@scu.edu
Web: www.scu.edu/fai

COURSE DESCRIPTIONS

- Accounting (ACTG)
- Economics (ECON)
- Finance (FNCE)
- Interdisciplinary Courses (IDIS)
- Management (MGMT)
- Marketing (MKTG)
- Master of Science in Information Systems (MSIS)
- Operations Management and Information Systems (OMIS)

Course Numbering Key:
2XXX – Courses for M.S. students only
3XXX – Courses for 2013 MBA Curriculum students

Refer to previous year bulletin for 3-digit course information (with exception of MSIS and AMBA courses which are included here)

ACCOUNTING (ACTG)

*Professors:* Yongtae Kim, Susan Parker
*Associate Professors:* Michael J. Calegari, Michael J. Eames (*Chair*), Haidan Li, Siqi Li, Suzanne M. Luttman, Jane A. Ou, James F. Sepe, Neal L. Ushman
*Robert and Barbara McCullough Professor:* Michael Eames
*Dean’s Executive Professor:* Christopher Paisley
*Professors of Practice:* Wendy Donohoe, Ken Fowler
*Lecturer:* Frank Teruel

Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition. Within the framework of this overall mission, the Department of Accounting aspires to develop the knowledge, skills, values, and attitudes that graduates will need to succeed as competent, ethical professionals in the practice of accounting and as decision makers in business, government, and not-for-profit organizations.
ACTG 2300. Financial Accounting
Introduces the roles, concepts, principles, legal requirements, and impacts of external financial reporting. Covers basic financial statements and the analysis and recording of transactions, with a focus towards interpretation of reported results. Studies the more common and significant transactions impacting firms. Open to MSF and MSE students only. Prerequisite: None. (3 units)

ACTG 3100. Financial Reporting and Management Control – Part 1
(3 units)

ACTG 3102. Financial Reporting and Management Control – Part 2
This 6-unit course focuses on issues and techniques relating to the gathering, presentation, and analysis of the financial information firms publicly report to the capital markets regarding firm position and performance. The course subsequently considers the use of this information, along with non-financial and proprietary information, in tactical and strategic decision processes designed to enhance stakeholder value for an organization. (Part 2 of 6 unit cohort course. Must be taken in sequential quarters.) Prerequisite: ACTG 3100.

Students who have completed ACTG 300 and ACTG 302 in the pre-2013 curriculum have satisfied the ACTG 3100 and 3102 requirement. Students switching to the 2013 curriculum who have only completed ACTG 300 – please contact the GBP Office for assistance with completing this requirement, generally by administrative enrollment in ACTG 3102.

ACTG 2303/3303. Corporate Financial Reporting
An in-depth study of the concepts underlying external financial reporting, along with expanded coverage of basic financial statements, detailed analysis of measuring and reporting assets, liabilities, shareholders’ equity, and related revenues and expenses. Takes a decision-making perspective by framing the financial reporting function of accounting in the context of the decision-support role it serves. Prerequisite: ACTG 300 or ACTG 2300 or ACTG 3100. (3 units)

ACTG 3309. Seminar in International Accounting
Examines financial reporting issues facing entities conducting business or raising capital in foreign countries. Includes topics on comparative financial accounting and reporting systems; multinational financial disclosure; selected technical issues including foreign exchange accounting, international transfer pricing; and accounting for inflation; international aspects of managerial accounting and auditing; international accounting organizations; and efforts toward harmonizing accounting standards. Prerequisite: FNCE 451 or FNCE 3452. (3 units)

ACTG 3311. Corporate Financial Planning and Analysis
This course focuses on the firm's finance function as a strategic resource. It explores the tools and processes used to evaluate, manage, and control the performance of business enterprises, and how to fully utilize the internal financial reporting and decision processes to enhance firm value. Substantial focus will be placed on budgeting and planning systems, variance analyses, performance measurement, compensation, and strategic decision making. Prerequisite: ACTG 302 or ACTG 3102. (3 units)

ACTG 3317. Taxation and Personal Business Strategy
Builds a strong foundation of basic principles, transactions, and concepts for the taxation of individuals. Includes analysis of various tax policies and procedures and their economic impact. Does not include coverage of the taxation of business entities (e.g., corporations). Assists in providing the competitive advantage that comes from understanding the importance of tax provisions applicable to successful personal tax planning and minimization. Prerequisite: ACTG 300 or ACTG 3100. (3 units)

ACTG 3319. Financial Statement Analysis
Analyzes financial statements and footnote disclosures. Focuses on (1) developing a framework that interprets financial statements as a reflection of a company's industry, business strategy, and competitive environment; and (2) showing how decision makers can use financial data to evaluate a company's performance, liquidity, solvency, and valuation. Prerequisite: FNCE 451 or FNCE 3452. (3 units)

ACTG 3321. Fundamental Value Analysis
Provides a framework for forecasting financial statements and using these forecasts to determine the fundamental value of the company. Emphasizes relating a firm's business strategy, growth prospects, and the sustainability of its competitive advantage to its financial ratios and intrinsic value. Prerequisite: FNCE 451 or FNCE 3452. (3 units)

ACTG 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)

ACTG 2753/3753. Cash Flow Management for Entrepreneurs
This course explores topics of interest to entrepreneurs, including relevant costs, profit-volume and break-even analysis, budgeting and cash flow management. The course is designed to support the effective development of a business plan. Prerequisite: ACTG 300 or ACTG 2300 or ACTG 3100. (1 unit)

ACTG 3708. Activity-Based Costing (ABC)
Focuses on activities as determinants of costs, and encompasses the use of ABC information in decision-making. Considers ABC's underlying assumptions, system design, determinants of successful implementations, evidence of success rates, and relevant costing for strategic decision making, and ABC pitfalls. Prerequisite: ACTG 300 or ACTG 3100. (1 unit)
ECONOMICS (ECON)

Professors: Mario L. Belotti, Alexander J. Field, John M. Heineke, Kris J. Mitchener, William A. Sundstrom
Associate Professors: Linda Kamas (Chair), Michael Kevane, Serguei Maliar, Helen Popper, Dongsoo Shin
Assistant Professors: Christian Helmers, John Ifcher, Thuy Lan Nguyen, Goncalo Pina, Teny Maghakian Shapiro
W. M. Keck Foundation Professor: Mario L. Belotti
Michel and Mary Orradre Professor: Alexander J. Field
Robert and Susan Finocchio Professor: Kris J. Mitchener
Lecturer: Adina Ardelean

Adjunct Lecturers: James Airola, Shireen Al-Azzawi, Patricia Cameron-Loyd, Rita Madarassy, Hugh McAllister, Damian Park

ECON 2401. Economics for Business Decisions (Managerial Economics)
Introduces the use of microeconomics in making better business decisions. Includes topics on determinants of demand, role of demand elasticities in an optimizing firm, identification of costs which are relevant to business decisions, estimation and forecasting of demand and costs using regression analysis, differences between various market structures and consequences for business decisions, and optimal pricing in segmented and non-segmented markets. An integral part of the course is the use of current business articles to integrate and illustrate topics. Emphasizes applications of microeconomic theory. Open to MSE and MSE students only. Prerequisite: OMIS 2353. (3 units)

ECON 3400. Microeconomics and Macroeconomics in the Global Economy – Part 1
Part one of the course utilizes microeconomic theory to analyze and understand optimal business decisions. Topics include the characteristics of cost and demand curves and the principles of profit maximizing pricing. The course explores different market structures and their consequences for business decisions. Regression analysis is used to estimate costs and demand. The class utilizes many examples from the Silicon Valley and the global competitive economy to illustrate the applications of market theory to practice and provides a powerful analytical basis for further study. (Part 1 of 6 unit cohort course.) Must be taken in sequential quarters.

Prerequisite: OMIS 3350.

ECON 3402. Microeconomics and Macroeconomics in the Global Economy – Part 2

Part two of the course is designed to help students better understand the macroeconomic environments—national and global—in which businesses, households, and governments operate—and why those environments change. Some of the questions addressed are: Why does an economy grow over time? What causes recessions and unemployment? Why do we have financial crises, and why are they potentially so damaging? Are government deficits detrimental or beneficial, and under what conditions? What determines changes in interest rates, the rate of inflation, and the foreign exchange rate, and what are the consequences of such changes? (Part 2 of 6 unit cohort course. Must be taken in sequential quarters.)

Prerequisite: ECON 3400.

Students who have completed ECON 401 and ECON 405 in the pre-2013 curriculum have satisfied the ECON 3400 and 3402 requirement. Students switching to the 2013 curriculum who have only completed ECON 401—please contact the GBP Office for assistance with completing this requirement, generally by administrative enrollment in ECON 3402.

ECON 3422. Topics in Profit Maximizing Pricing
Studies strategies to approximate profit maximizing pricing using only readily available information. Topics include: costs relevant for pricing decisions; how to use financial analysis to determine the change in sales needed to make price changes profitable; how to analyze analysis of customers and their sensitivity to price; how to price in segmented markets; how to anticipate and influence competitor pricing decisions; and competitive advantages and disadvantages in profit focused pricing decisions. Emphasis is on the real world application of pricing theory. The class is run as a seminar and requires student research projects and extensive student interaction. Cross-listed as MKTG 3598. Prerequisites: ECON 401 or ECON 2401 or ECON 3400 and MKTG 551 or MKTG 2552 or MKTG 3552, differential calculus, and a working knowledge of hypothesis testing and regression analysis. (3 units)

ECON 3424. Economics of Decision Making Under Uncertainty
Examines managerial decision-making from the behavioral point of view. Identifies the normative “correct” decision in a number of specific decision problems; compares with the actual decisions most managers make. Discusses actual decisions and the nature and frequency of biases, as well as techniques for eliminating bias to improve decision-making. Prerequisite: ECON 401 or ECON 2401 or ECON 3400. (3 units)

ECON 3430. Game Theory and Strategic Behavior
Studies theoretical concepts and tools for analyzing issues in the business environment such as conflict, bargaining, and social costs of cheating. Introduces negotiations and bargaining. Emphasizes the theory of comparative advantage, environmental costs and benefits, and the impact of globalization on economic welfare. Prerequisites: ECON 401 or ECON 2401 or ECON 3400 and working knowledge of calculus. (3 units)

ECON 3432. International Trade
Applies theoretical principles to patterns of foreign trade, foreign investment and the national economy, international agreements and institutions, and environmental and social effects of trade. Covers the theory of comparative advantage, distributional issues relating to trade, the political economy of trade protection and trade agreements, and empirical issues in applied trade analysis. Features lectures, discussions, and short papers on current policy issues. Prerequisites: ECON 401 or ECON 2401 or ECON 3400 and ECON 405 or ECON 3402. (3 units)
ECON 3434. Money and the Economy
Examines the financial system as a whole. Considers the basic determinants of supply and demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. Prerequisite: ECON 405 or ECON 3402. (3 units)

ECON 3466. International Monetary and Financial Relations
Studies the international monetary system and international financial arrangements with emphasis on policy toward exchange rates and balance of payments crises in emerging markets. Studies foreign exchange markets, balance of payments accounting, international liquidity, central bank policy and international regulatory institutions, and macroeconomic modeling. Prerequisite: ECON 405 or ECON 3402. (3 units)

ECON 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)

FINANCE (FNCE)
Professors: Sanjiv R. Das, Hoje Jo, Atulya Sarin, Hersh M. Shefrin, Meir Statman
Associate Professors: George Chacko (Chair), Robert J. Hendershott
Assistant Professors: Ye Cai, Seoyoung Kim, Carrie Pan
Glen Klimek Professor: Meir Statman
Mario L. Belotti Professor: Hersh M. Shefrin
William and Janice Terry Professor: Sanjiv R. Das
Gerald and Bonita Wilkinson Professor: Hoje Jo
Dean’s Executive Professor: Steven Wade
Professors of Practice: Donald Davis, John Fay

FNCE 2452/3452. Financial Management
This course provides an introduction to finance. It addresses the theory and practice of financial management, the generation and allocation of financial resources. The main objective is to provide a foundation in the basic concepts of finance, including the time value of money, cash and working capital management, the role of financial markets, portfolio theory, asset pricing, and the risk-return tradeoff, and to expand awareness of institutions and practices in business and finance. Prerequisite: ACTG 3100 and OMIS 3350. (4 units)

FNCE 2453/3453. Corporate Finance
Deals with the basic and advanced concepts of corporate finance, particularly the role of the financial manager and the goal of financial management. For this purpose, the course focuses on agency conflicts and corporate governance, capital structure, payout policy, financial distress, options (real and executiive), derivatives/hedging, and international issues. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (3 units)

FNCE 2455/3455. Investments
Explores investment securities and markets; reviews valuation tools; analysis of stocks, bonds, and derivatives. Introduces constructing portfolios and controlling investment risks. Focuses on learning how to value assets given forecasts of future cash flows. Concentrates on the risk characteristics of different asset classes. Covers four broad areas: (a) bonds and other fixed income securities, (b) risk/return relationships, portfolio diversification, and option factor models, (c) performance measurement and analysis, and (d) currencies, international interest rates, and derivatives. Combines the theoretical underpinnings of finance with real-world examples. Before taking the course, students should understand time value of money (discounting), capital budgeting, and evaluation of two-stock portfolios. Prerequisites: ECON 401 or ECON 3400 and FNCE 451 or FNCE 2452 or FNCE 3452. (3 units)

FNCE 3457. International Financial Management
Studies financial issues specific to firms operating internationally. Examines the global financial environment, agency problems and corporate governance, international financial markets, exchange rate behavior, and corporate hedging decisions using currency options, currency futures, forward & cross-currency interest rate swaps by the multinational corporation (MNC) and understanding international parity relations. Prerequisite: FNCE 2453 or FNCE 3453 or FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3459. Financial Markets and Institutions
Studies financial service companies such as commercial banks, investment banks, and insurance companies from the perspective of a corporate issuer. Reviews valuation tools. Emphasizes the analysis of a corporation's funding alternatives under regulatory constraints, interest rate risk management, and the relation between financial institutions and financial markets. Other topics may include evolution of financial intermediaries and current developments in financial regulation. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3460. Mergers, Acquisitions, and Corporate Restructuring
Examines corporate governance and corporate restructurings. Emphasizes how corporate ownership, control, and organizational structures affect firm value. Other topics include valuing merger candidates, agency theory, and takeover regulation. Places a heavy emphasis on case projects and/or class presentations. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3462. Behavioral Investments
Explores behavioral paradigms as they relate to investments. Considers psychological biases that might affect investment behavior and examines empirical evidence that investors are subject to these biases. Explores the possibility that investor behavior affects asset prices. For example, do stocks held by a limited number of investors sell for less than stocks held by many investors? Before taking this course, students should have a solid understanding of the time value of money (discounting), capital budgeting, and the evaluation of multi-stock portfolios. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)
FNCE 3464. Real Estate Finance
Focuses on the risks, practices, and problems particular to financing and investing in real property. Teaches the concepts and techniques necessary to analyze financial decisions embedded in property development and investment. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3474. Risk Management with Derivative Securities
Explores business risk management using futures and options. Considers the institutional features of futures and option pricing. Covers managing financial risks such as foreign currency positions, general interest rate risk management, and includes estimation of option related metrics such as hedge ratios. Exotic options are also covered as well as the mathematics of option pricing. This class offers a full introduction to derivatives trading and pricing. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 2480/3480. Emerging Company Finance
Covers financial topics most relevant to newly formed companies, with an emphasis on Silicon Valley-style startups that target large markets and raise outside capital. Includes topics on: (1) valuation, which is the course's primary theme, underlying all of the topics covered, (2) evaluating business opportunities, which focuses on the underlying economic principles that differentiate large opportunities from small opportunities, (3) funding business opportunities, which covers both identifying a company's needs and acquiring the capital to finance those needs, and (4) discussing how successful entrepreneurial ventures "exit." Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (3 units)

FNCE 3482. Business Valuation
Discusses implementing finance theory for valuation problems. Provides practical valuation tools for valuing a company and its securities. Covers valuation techniques including discounted cash-flow analysis, estimated cost of capital, market multiples, free-cash flow, and pro forma models. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3484. Financial Engineering
Examines the design, valuation, and risk management of derivative securities (futures, options, etc.), including structured products. Includes topics on arbitrage theory, futures, equity options, bond options, credit derivatives, swaps, and currency derivatives. Mathematical modeling of derivatives, including implementation and applications in investments, corporate finance, and risk management. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3486. Behavioral Corporate Finance
Identifies the key psychological obstacles to value maximizing behavior, along with steps that managers can take to mitigate their effects. Given that behavioral traps represent one of the most important obstacles to successfully implementing skills taught in traditional corporate finance courses, understanding these traps is absolutely essential. Teaches how to put the traditional tools of corporate finance to the best use, and mitigate the effects of psychological obstacles that reduce value. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3488. Financial Instruments and Markets
Covers the basics of financial instruments and the markets in which these instruments trade. Consists of two sections: fixed income securities and derivative securities. Uses case studies to introduce advanced securities and institutional features of their markets in which these securities trade. Develops a framework for analyzing new financial instruments including decomposing a security into simpler pieces, analyzing (pricing, hedging, etc.) each piece separately, and putting the pieces back together for a unified analysis. Explores the security design process, and the role and motivation of financial intermediaries, including commercial banks, investment banks, insurance companies, and hedge funds. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (3 units)

FNCE 3489. Mathematical Finance
This course will comprise an immersion into the mathematics and models of modern finance, with an emphasis on conceptual and mathematical understanding, as well as building and implementing models. It will be technology dependent since computers are essential to solving problems in this field. (3 units)

FNCE 3490. Data Science and Business Analytics
This course introduces aspiring data scientists to quantitative techniques and algorithms that are based on numerical and textual data, and to theoretical models of big systems or optimization that are currently being used widely in business. The course will prepare participants for more rigorous analysis of large data sets as well as introduce machine learning models and data analytics for business intelligence. Prerequisites: ECON 3400 and OMIS 3350. (3 units)

FNCE 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)

FNCE 3703. Managing to IPO
Analyzes the challenges facing companies from first-round financing to initial public offering (or major liquidity event) in designing their planning and control systems. Focuses on the firm's interaction, organization structure, financial and non-financial systems, and reward systems. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3704. Internet Finance
Explores how the Internet will impact development of financial institutions such as banks and brokerages. Covers the basic theory of financial intermediation as it applies to online financial service firms. Discusses the impact of migration to online financial services and the competitive changes created. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3705. Raising Capital in Silicon Valley
Covers the practical side of raising capital in Silicon Valley. Directly targets entrepreneurs (and other curious parties) and includes a brief history of venture capital in Silicon Valley. Focuses intently on funding sources in Silicon Valley, exit strategies and why they matter from day one, contacting investors, the "two-pager," what investors need from a business plan, valuing your company (idea), and presenting to investors. Prerequisite: None. (1 unit)
FNCE 3706. Valuation of Private Companies
Familiarizes students with the techniques used to value private businesses for different purposes, including funding, mergers and acquisition, value enhancement strategies, etc. Specifically, emphasizes fundamental analysis, relative valuation techniques, and using real option techniques. Features a hands-on approach where the participants prepare a valuation report that employs these different techniques. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3707. Market-Neutral Investing
Teaches market-neutral stock market investing. Market-neutral investing strategies are designed to make money regardless of the broad market's movements whereas most equity investment strategies involve diversifying to eliminate unsystematic risk while enjoying the stock market's long-term upward trend. This can reduce short-term risk but introduces special challenges. Outlines each market-neutral investment strategy, explains the advantages and risks, and uses real examples. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3708. Acquisition Integration: Managing for Value
Explores several corporate acquisition strategies and focuses on the practical steps managers can take to lead effectively, and to manage for consistent growth during these periods of high stakes and high visibility. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3709. Default Risk Modeling
Introduces students to the practice of modern credit-risk modeling. Default risk is a relatively modern area of finance. In the past, it comprised fundamental analysis of firms by rating agencies. It has evolved into a highly technical and quantitative discipline that requires focused training. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3710. Mathematics of Option Valuation
Introduces students to the mathematical tools for analysis and valuation. Teaches basic options models and implements them on spreadsheets so that students are comfortable with using options in common financial applications. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3711. Monte Carlo Simulation Techniques in Finance
Teaches simulation techniques in modern finance. This has become a well-accepted approach to valuing securities and also is used for risk management. Features hands-on examples how to undertake analyses of complex scenarios in a simple way by using simulation models on spreadsheets. Prerequisite: FNCE 451 or FNCE 2452 or FNCE 3452. (1 unit)

FNCE 3712. Private Equity
Covers the history of the broad asset class, private equity, and the role it plays in an institutional portfolio. Pays particular attention to the structure and economics of private equity partnerships. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (1 unit)

FNCE 3713. Venture Capital
Provides a broad overview of the Due Diligence process. Due diligence is the process by which potential investors identify and explore the critical aspects of a young company, and attempt to quantify both the risks and the advantages of making an investment. The state of the market, management expertise within the firm, technology risk, and legal concerns are just a few of the factors investors include in their due diligence analyses. Once an investor is educated about a company's risk and potential rewards, the terms of the investment must be negotiated, including valuation, preferences, and control features. Requires groups of students to study particular opportunities and present their findings and thoughts to the class. Prerequisite: FNCE 480 or FNCE 2480 or FNCE 3480 or instructor approval. (2 units)

FNCE 3714. Growth Capital
Evaluates private equity funds that invest in more mature companies. Focuses on the particulars of growth capital/buyout partnerships, the past performance of growth capital as an asset class, and how growth capital partnerships invest their capital with an emphasis on the role of leverage. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (1 unit)

FNCE 3715. Venture Capital
Provides a broad overview of the Due Diligence process. Due diligence is the process by which potential investors identify and explore the critical aspects of a young company, and attempt to quantify both the risks and the advantages of making an investment. The state of the market, management expertise within the firm, technology risk, and legal concerns are just a few of the factors investors include in their due diligence analyses. Once an investor is educated about a company's risk and potential rewards, the terms of the investment must be negotiated, including valuation, preferences, and control features. Requires groups of students to study particular opportunities and present their findings and thoughts to the class. Prerequisite: FNCE 480 or FNCE 2480 or FNCE 3480 or instructor approval. (2 units)

FNCE 3716. Early Stage Company Building and Valuations
A two unit course covering Building early stage companies and Valuation Variations in these companies would be offered. This course is beneficial to students who are entrepreneurs, employees of start up companies or the ones who have a dream to start a company someday or to anyone who is interested in learning about the early years in start-up companies. The goal of this course is to provide a focused exposure to specialty topics in an early stage company growing revenues from 0 to $20M. The course will look at the pitfalls, lessons to be learnt, team building techniques at different stages of growth, early market identification, product definition, pricing issues, etc. Students will go through the mechanics of valuation and funding at various stages in the Start-up life cycle. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (2 units)

FNCE 3717. Growth Capital
Covers the history of the broad asset class, private equity, and the role it plays in the United States and around the world. The course has a practical focus and will use real-world case studies to highlight different market and regulatory approaches, project types and analysis tools. Prerequisite: FNCE 455 or FNCE 2455 or FNCE 3455. (1 unit)

FNCE 3718. Introduction to Data Analytics
This course is a first introduction to broad emerging paradigms in data science, machine learning, big data, analytics, and corresponding business implications. A broad overview of the field will be provided, and an introduction to various statistical tools used in data analytics. Case studies may be used. Class discussion will be important. An introduction to various data sets will also be undertaken. Prerequisite: ECON 401 or ECON 2401 or ECON 3400. (1 unit)
MANAGEMENT (MGMT)

Professor Emeritus: Dennis J. Moberg
Professors: Gregory A. Baker, David F. Caldwell, André L. Delbecq, Terri L. Griffith (Chair), James L. Koch, Barry Z. Posner, Manuel G. Velasquez
Associate Professor: James L. Hall, Tammy L. Madsen, Jennifer L. Woolley
Assistant Professors: Robert Eberhart, Sanjay Jain, Peter L. Jennings, Nydia MacGregor, Charles J. Dirksen Professor of Business Ethics: Manuel G. Velasquez
J. Thomas and Kathleen L. McCarthy Professor: André L. Delbecq
Stephen and Patricia Schott Professor: David F. Caldwell
Accrédit Professor: Barry Posner
Professors of Practice: Andrew Johnson, Peter Knight, Steve Levy, Darrel Mank, Kurt Nutting, Elizabeth Powers, Richard Trevisan
Adjunct Lecturers: Tom Chandy, Christine Isakson, Sandy Piderit, Wan Yan

MGMT 2501. Building and Leading High-Performance Teams and Organizations

Explores the dimensions underlying interpersonal and team performance, and how to work effectively within particular organizational designs. Provides students with the background to be successful managers and the foundations for building successful teams and organizations. Open to M.S. students only. Prerequisite: None. (3 units)

MGMT 2504/3504. Innovation in the Valley and Beyond

The course will cover the skills, practices and processes for understanding and managing technology and innovation in fast paced environments. The course delivery is informed by extant foundational and emerging empirical work in innovation. This course will complement content in elective courses (product marketing, product development, and intellectual property, small business entrepreneurship) and core courses in strategy. Prerequisite: MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

MGMT 2505/3505. Business, Integrity and Society

This course focuses on the interplay between business and society, and examines managerial decision-making. The course challenges students to think about the role that business plays in society, and examines how organizations can help improve people's lives across the globe. The course also analyzes the root causes of corporate disasters and failures and looks at the role of human psychology therein. Students will be stimulated to think critically about their own ethical reasoning and will learn intervention strategies that may help to mitigate ethical risk factors in their own organization. Prerequisite: None. (3 units)

MGMT 3500. Strategic Analysis

Students who have completed MGMT 501 and MGMT 503 in the pre-2013 curriculum have satisfied the MGMT 3500 and 3502 requirement. Students switching to the 2013 curriculum, who have only completed MGMT 501 – please contact the GBP Office for assistance with completing this requirement, generally by administrative enrollment in MGMT 3502.

MGMT 3519. Strategic Analysis

This course focuses on the processes by which managers position their businesses to develop and sustain an advantage relative to rivals in the face of uncertainty, rapid change, and competition. Strategy involves understanding the utility of different choices and tradeoffs – choosing what not to do is as important as choosing what to do. As a result, the course covers a variety of tools, frameworks, theories and concepts for analyzing a firm’s strategic position and the environment in which it is operating. By focusing on the factors that make some strategic positions strong and viable, students will develop the ability to evaluate the effects of changes in resources & capabilities, industry forces, macroenvironmental forces, and technology on industry structure and firm behavior and, in turn, on a firm’s opportunities for establishing and sustaining a superior position relative to rivals. The course also requires that students integrate and extend the knowledge and skills they have developed throughout their MBA program course work (i.e. marketing, finance, economics, organizational behavior, ethics, information systems, accounting, etc.) into a “total” business perspective. Analyzing real world situations best facilitates this activity; therefore, case analysis plays a large role in the course. Students will develop skills in developing a coherent, social responsible, viable and defensible strategic position that will carry a firm into the future. Prerequisite: Completion of all core courses. (4 units)

MGMT 3519 is required by all students who opt to follow the 2013 curriculum. Students who are following the pre-2013 curriculum, please consult with the GBP Office regarding possible options for completing your MBA degree.
**MGMT 3512. Practice and Morality of Leadership**
Investigates and examines priorities of exemplary leaders. Emphasizes developing conceptual understanding of the leadership process and on building leadership skills. Classes are often experiential and highly reflective, using written and video case studies. Some team assignments may be made. **Prerequisite:** MGMT 501 or MGMT 2501 or MGMT 3500. (3 units)

**MGMT 3514. International Management**
Encourages an understanding of the complexity of the global landscape and teaches the skills to analyze cross-border competition. While some argue that globalization has eliminated differences between nations and made the world one large market so that, as one journalist asserts, the “world is flat,” this course will show that the reality is far more complicated. To deal with this complexity, firms, first, require leaders who are sensitive to and can bridge differences in culture and systems of government and, second, must innovate in new ways that leverage differences in economics and culture. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3516. Organizational Politics**
Explores the use of influence and political skills in leadership and organizational decision-making. Emphasizes innovation and the politics of change. **Prerequisite:** MGMT 501 or MGMT 2501 or MGMT 3505. (3 units)

**MGMT 3526. Strategic Talent Management**
Focuses on the strategic role of talent management—especially (i) designing and managing the human context of organizations; (ii) talent selection, development, and deployment; and (iii) developing organizational execution capabilities by ensuring the right people are in the right positions in organizations. Analytical topics include: business strategy and environment, risk-optimization frameworks, linking human resource (HR) management to strategy and performance, HR communication techniques, employee engagement, HR strategy, forces and trends driving HR strategy, and HR analytics through “big data.” The course’s activities consist of cases with weekly on-line forums, an on-line midterm, and an on-line final examination. **Prerequisite:** MGMT 501 or MGMT 2501 or MGMT 3500. (3 units)

**MGMT 3532. Managerial Communications**
Focuses on three important aspects of managerial communications: interpersonal (building on concepts introduced in MGMT 3500), cross-cultural, and corporate. The communication skills addressed are especially useful in a rapidly changing environment. Emphasizes implementation, and expectations are for a high level of student involvement. Evaluation is based on several papers and participation. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3538. Leading Teams and Projects**
This course focuses on building and leading project teams in dynamic environments. The course covers tools and concepts for effective project management and techniques for creating high performing temporary teams. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3540. Food Industry Management**
Focuses on the key issues and management decisions necessary to effectively lead food and agribusiness firms in the competitive, global food system. Includes topics on the principal regulations and regulatory bodies governing the food industry, food safety and crisis management, ethical issues in food production and distribution, and resource and environment issues. **Prerequisite:** MGMT 505 or MGMT 2505 or MGMT 3505. (3 units)

**MGMT 3544. Strategic Business Negotiations**
Studies the behavior of individuals, groups, and organizations in the context of cooperative and competitive situations. Examines the theory and processes of negotiation so the student can negotiate successfully in a variety of settings. Designed to be relevant to the broad spectrum of negotiation problems faced by leaders in innovative organizations. Considers that while a leader needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. Gives students the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3546. Spirituality of Organizational Leadership**
Examines in depth the inner growth necessary for a contemporary leader facing continuous and rapid change. It explores spiritual practices from the great religious and wisdom traditions that can be important resources allowing a leader to remain open to change and capable of avoiding burnout and cynicism. Leadership challenges associated with high rate of innovation are so complex and varied that analytic competence in DO-ing must be coupled with a leader’s BE-coming ever more psychologically and spiritually integrated. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3550. IP Strategies for Entrepreneurs**
Covers special topics; offered on an occasional basis. (3 units)

**MGMT 3555. Entrepreneurship**
Introduces students to social benefit entrepreneurship through readings, case study analysis, and participation in assessing business plans for existing social benefit ventures. Considers that social benefit entrepreneurship is the management and leadership of innovative social ventures that produce a social benefit and that these ventures typically innovate to produce products and/or services that help alleviate important social problems in areas such as economic development (poverty), health, equality, education, and environment. Emphasizes understanding management techniques for maximizing the financial sustainability and scalability of an SBE. **Prerequisite:** MKTG 551 or MKTG 2552 or MKTG 3552 and ACTG 300 or ACTG 2300 or ACTG 3100. Prerequisites may be waived by permission of the instructor. (3 units)

**MGMT 3556. Strategic Business Entrepreneurship**
Studies the behavior of individuals, groups, and organizations in the context of cooperative and competitive situations. Examines the theory and processes of negotiation so the student can negotiate successfully in a variety of settings. Designed to be relevant to the broad spectrum of negotiation problems faced by leaders in innovative organizations. Considers that while a leader needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. Gives students the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. **Prerequisite:** MGMT 503 or MGMT 2501 or MGMT 3502. (3 units)

**MGMT 3557. Inside Out**
Explores the use of influence and political skills in leadership and organizational decision-making. Emphasizes innovation and the politics of change. **Prerequisite:** MGMT 501 or MGMT 2501 or MGMT 3505. (3 units)

**MGMT 3559. Social Benefit Entrepreneurship**
Introduces students to social benefit entrepreneurship through readings, case study analysis, and participation in assessing business plans for existing social benefit ventures. Considers that social benefit entrepreneurship is the management and leadership of innovative social ventures that produce a social benefit and that these ventures typically innovate to produce products and/or services that help alleviate important social problems in areas such as economic development (poverty), health, equality, education, and environment. Emphasizes understanding management techniques for maximizing the financial sustainability and scalability of an SBE. **Prerequisite:** MKTG 551 or MKTG 2552 or MKTG 3552 and ACTG 300 or ACTG 2300 or ACTG 3100. Prerequisites may be waived by permission of the instructor. (3 units)

**MGMT 3560. Experimental Course**
Covers special topics; offered on an occasional basis. (3 units)
MGMT 2750 Introduction to Entrepreneurship

This introductory course provides a foundation regarding the role of entrepreneurship and entrepreneurs in society and economy. The course explores what entrepreneurship means from several angles including how you can be entrepreneurial in your own life—right now. We look at the practice of business entrepreneurship with an emphasis on innovation and opportunity creation, need identification, and value creation. This is an energized course about discovering entrepreneurship in and out of the firm. Open to MSE students only. Prerequisite: None. (1 unit)

MGMT 2751/3751. Business Model Frameworks

Covers the different types of business opportunities available to lifestyle, opportunistic, and innovating entrepreneurs, distinguished in general categories that encompass virtually all business ideas. In each case, develop a framework for an entrepreneur to use to: identify an opportunity's potential; understand and take the appropriate first steps toward building the business; and evaluate the early trajectory of the business to maximize learning and decide whether the opportunity is worth continuing. Prerequisite: None. (1 unit)

MGMT 3703. Measuring and Managing Corporate Performance

Integrates traditional financial measures of performance and managerial-based performance measures in view of a firm's strategic objectives. Reviews work on measuring corporate performance, introduces the Balance Score Card technique, and evaluates its implementation in specific corporate settings. Prerequisite: MGMT 503 or MGMT 3502. (1 unit)

MGMT 3711. Managing Global Teams

Teaches how high performing teams are formed, the typical process that teams experience in executing a project, and managing through that process to successful completion. Explores concepts of leading teams across distance, time zones, and cultures as an essential skill for every manager. The quality of team interactions and the speed with which teams form and perform can determine the success or failure of a project and, in the case of small organizations, even the company. Prerequisite: MGMT 501 or MGMT 2501 or MGMT 3500. (1 unit)

MGMT 3714. Strategies for Emerging Clean-Tech Sector

This brief introductory course provides an overview of the developments taking place in the clean-tech sector as well as offers students tools and frameworks that will enable them to develop organization-level strategies for engaging with this emerging field. Specifically, students gain ideas, methodologies and information about how to generate value (both economic and social) from clean technologies. In addition, students explore the possibilities that the transition to a clean-tech economy offers for entrepreneurship, policy and sustainable development. Prerequisite: MGMT 501 or MGMT 2501 or MGMT 3500. (1 unit)

MGMT 3715. Globalization and Emerging Economies

This course introduces students to the opportunities and challenges of doing business in a major emerging economy: India. Over the past decade, India has become one of the world's most vibrant economies with some of its companies enjoying an international reputation. And yet, the country remains beset with contradictions--its sagging infrastructure and significant poverty existing side-by-side with its growth (both economic and social) aspirations. Through an in-depth exploration of the key business developments taking place in India, this course examines cutting-edge ideas in global business strategy: the shifting topography of the world order, the role of innovation in shaping international leadership and the changing role of business in fostering sustainable development in emerging economies. In doing so, it offers students frameworks, tools and perspective appropriate for the contemporary global manager. Prerequisite: MGMT 501 or MGMT 2501 or MGMT 3500. (1 unit)

MGMT 2752/3716. Crowdsourcing and Expert-Sourcing: Strategies for Innovation

Firms are rapidly adopting internet-based collaboration technologies (CT) to involve a wide range of participants in joint product innovation or co-innovation. Broadly defined, these technologies include software tools and applications that leverage social activity within an online platform to facilitate interaction and collaboration among members of an online community and between members of a community and a firm. As such, they help firms engage the creativity and problem solving skills of firm-hosted online communities of users, employees, and other experts in the creation, development and refinement of products or services. As a result, their use may yield innovations that strongly fit user preferences while also, accelerating the pace and lowering the cost of product innovation. Despite the rapid adoption, many firms struggle with how to create value from CT-based co-innovation. Building on literature on user innovation, open innovation, and demand side value creation, this course explores the conditions for creating value when engaging online communities in co-innovation. The content focuses on non-open source contexts and community engagements that yield private gains for a host firm. Prerequisites: MGMT 503 or MGMT 2501 or MGMT 3500 and ECON 401 or ECON 2401 or ECON 3402, and MKTG 551 or MKTG 2552 or MKTG 3552 (1 unit)

MGMT 890. Business Policy and Global Strategy

Develops the ability to formulate competitive strategy from the perspective of the general manager. Introduces a variety of analytical tools associated with the field of strategic management, primarily from the perspective of high-technology companies. Applies conceptual and analytical frameworks introduced in the core curriculum. Focuses on in-depth analysis of industries and competition, techniques for predicting industry and competitive evolution, as well as how government, technology, and other environmental factors influence competition. Features both business- and corporate-level strategy analyses. Prerequisites: All required AMBA program courses. Open to pre-2014 AMBA program students only. (6 units)
MKTG 2552/3552. Marketing Strategies and Decisions

Focuses on decisions faced by managers concerning market segmentation, targeting, and positioning. Covers concepts such as new product development, pricing strategies, distribution channels, customer relationships, and performance metrics within a strategic planning framework. Students apply these key concepts and frameworks to cases and to formulating a comprehensive marketing plan centered on sustainable profitability and capabilities. Cases cover various environments and industries, especially those of concern to Silicon Valley firms. Prerequisite: ECON 401 or ECON 2401 or ECON 3400. (4 units)

Students who have completed MKTG 551 and MKTG 553 in the pre-2013 curriculum have satisfied the requirement of MKTG 3552 and 2 units of free elective credit. Students switching to the 2013 curriculum, who have only completed MKTG 551 have the option of completing MKTG 3554. Credit will not be given for both MKTG 551 and MKTG 3552.

MKTG 3554. Analyzing Customers and Markets

Topics include frameworks for understanding how customers make decisions and adopt innovations, metrics for assessing customer attitudes, satisfaction and loyalty, methods for segmenting a market, and measures of brand equity. The focus throughout is on techniques for gathering and analyzing data on customers and markets in both on-line and traditional channels. Addresses B-to-B and B-to-C decision processes in rapidly changing markets. Prerequisite: MKTG 551 or MKTG 3552. (3 units)

MKTG 3562. Services Marketing

Examines marketing issues of particular importance to the service sector of the United States and abroad, including distinctive features of services, segmentation and positioning, demand management, consumer relationships and satisfaction, quality and productivity, and pricing and communication approaches to services. Features cases and examples from communications, financial services, travel and hospitality, health care, business and technical services, and others. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3564. International Marketing

Focuses on systematic treatment of marketing on a global scale. Includes topics on the analysis of global market environments, targeting and entry strategies for global markets, sourcing and global production strategy, the global marketing mix, and managing the global marketing effort. The perspective of the course is managerial. Prepares the student to lead an organization to seize global opportunities successfully, as well as meet global threats in domestic markets. Prerequisite: MKTG 553 or MKTG 5554. (3 units)

MKTG 2566/3566. Small Business Entrepreneurship

Evaluates venture ideas and the conversion of these ideas into viable businesses. Includes discussion of cases, lectures, and presentations by guest lecturers who have played a role in starting new enterprises (e.g., bankers, attorneys, entrepreneurs). Students develop a five-year business plan for a new enterprise. Knowledge of accounting/finance must be sufficient to build viable financial statements. Prerequisite: MKTG 553 or MKTG 3552. (3 units)

MKTG 2567/3567. Business Plan Investor Pitch Practicum

The purpose of this practicum is to develop an effective investor presentation for your venture. An effective investor presentation is one that achieves your objectives, usually to raise money or to be referred to someone who may be willing to invest. To be in a position to raise money, one needs to clearly communicate the business idea, how to bring an idea to fruition, how much money will be needed for this effort, and what the investor might expect to receive for making an investment in the organization. A major focus of this practicum will be developing and executing an untested assumptions plan and evolving a presentation format that includes back-up due diligence, both designed to reduce risk capital investor risk. A presentation will be made to a panel of Silicon Valley investors. Prerequisite: Concurrent enrollment in MKTG 2566 or MKTG 3566. (1 unit)

MKTG 3568. Innovative Approaches to Marketing Research

Focus on new methodologies being applied to market research on and offline and also on the kinds of market research best suited to the needs of B2B & B2C technology firms, such as those in Silicon Valley. Hence the emphasis is on research for new products and services and the entry of existing products into new markets. Emphasizes problem formulation skills and takes a managerial perspective on research methodology that focuses on the kinds of decisions that each method can support. Students prepare research proposals describing a decision problem and a methodology for collecting and analyzing the needed information. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3572. New Product Innovation

Presents the product manager or marketer as a generalist with responsibility for the multifunctional, multidisciplinary approach required to develop, launch, and manage successful products. Includes in-depth treatments of product life cycle analysis, buyer utility, competitive set, customer and market analysis, pricing, and the product launch process. Appropriate for those interested in high-technology and/or consumer product markets. Prerequisite: MKTG 553 or MKTG 3554. (3 units)
MKTG 3574. Sales Force Management
Provides the student with user-level knowledge of sales concepts and management methodologies necessary to effectively perform and manage the sales function. In the role of a sales or marketing manager, enables the student to apply these concepts to selling consumer products as well as high-tech industrial products. Includes concepts related to organizational structuring, territory plans and reviews, resource management, sales incentives, and compensation programs. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3588. Topics in Profit Maximizing Pricing
Company strategies to approximate the profit maximizing price of microeconomic theory using only information that is readily available to the company. Topics include: costs relevant for pricing decision; financial analysis for determining change in sales needed to make price changes profitable; analysis of customers and customer price sensitivity; pricing in segmented markets; anticipating and influencing competitor pricing decisions; and competitive advantages and disadvantages in profit focused pricing decisions. Topics are integrated to provide a real-world path to profit maximizing pricing. Class is run as a seminar with student interaction and student research projects. Cross-listed as ECON 3422. Prerequisites: ECON 401 or ECON 2401 or ECON 3400 and MKTG 551 or MKTG 2552 or MKTG 3552, differential calculus, and a working knowledge of hypothesis testing and regression analysis. (3 units)

MKTG 3590. Designing and Managing Dynamic Marketing Channels
Focuses on understanding current theory and development of the analytical skills required for effective management and strategic deployment of multi-channel marketing decisions. Includes topics on channel planning, design; management of power and conflict and coordination in channel relationships; role of strategic alliances; and managing indirect channels. Requires creation of an in-depth case analyses and a channel audit project. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3592. Internet Marketing and eCommerce
Provides the background and analytical skills to effectively manage Internet marketing and e-commerce strategies. Examines winners & losers in internet marketing, SEM, SEO, affiliate and viral marketing, use of social media and online advertising. Analyzes how the Internet is being leveraged into the core marketing activities of a business. Requires the development of an Internet marketing plan for an existing business. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3594. Business to Business Marketing
Examines using value as the cornerstone for decision-making, focusing on business processes and the business as a “buying center” with the various roles of participants, stressing business across borders, and accentuating working relationships and business networks. Uses core readings and in-depth case analysis, encompasses management activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, or institutional customers. In the context of these business markets, value refers to the economic, technical, service, and social benefits a customer firm may receive for buying the market offering. Teaches critical analytical and problem solving skills for a variety of business marketing solutions. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3596. Integrated Market Communications
Introduces the concept of integrated marketing communications (IMC). Provides a basic understanding of communication theory, marketing, branding, integrating marcom tactics, planning and coordinating IMC programs. Addresses marcom tactics of advertising, public relations, direct response, collateral, the Internet, and digital media. Addresses business-to-business and high-technology marketing communications. Incorporates a thorough understanding of objectives, strategies, tactics and budgeting. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3597. Marketing Analytics
Prepares managers to (1) identify the competitive advantages that come from leveraged analytics; (2) apply the tools, and evaluate the advantages and limitations of each; (3) implement these tools, ask relevant business questions that could be solved with them; and (4) interpret the input and communicate the output from such tools and models to achieve more profitable business decisions. Prerequisite: MKTG 553 or MKTG 3554. (3 units)

MKTG 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)

MKTG 3708. Financially Effective Market Positioning Strategies
Focuses on the issues in creating financially viable and effective market positioning strategies. Examines how traditional market-based measures—such as awareness, understanding, trial, ongoing usage, customer satisfaction, distribution levels, and market share—can be linked to financial outcomes. Discusses how to connect marketing expenditures directly to short-term and long-term results by examining the investment and expense requirements of different segmentation and market entry strategies. Connects customer value propositions to competitive marketing strategies and shareholder value-creation outcomes. The success of a company depends on the extent to which the marketing and financial disciplines work together. Prerequisite: MKTG 553 or MKTG 3554. (1 unit)
MKTG 3710. Tech Marketing:
Winning Strategies for
Effective Messaging
The success of a marketing campaign
or overall strategy ultimately depends on
how a company's end customers perceive,
accept and adopt a products value propos-
tion/ positioning/resulting messaging.
Especially in high technology markets,
where new purchases are capital invest-
ments measured by impact to the business
and return on investment, a products value
proposition has to be extremely clear, tan-
gible and differentiated in order to achieve
vendor preference, as well as maintain
desired pricing and margin levels. This
two credit-hour course focuses on proven,
effective strategies for understanding cus-
tomer requirements and translating them
into clear, digestable and differentiated
marketing statements. We will provide
strategies and examples to achieve strong
competitive positioning, as well as how and
when to (re-)define an entire market vs.
just differentially position your products.
Specific topics will include best practices
for positioning and messaging creation,
competitive landscape modeling and devel-
oping differentiation, translating customer
requirements into effective positioning/
messaging, and wholesale market (re-def-
inition). Additional focus will include an
overview of core media assets to effectively
drive adoption of positioning/ messaging
in today's increasingly Web 2.0 world.
Prerequisite: MKTG 553 or MKTG 3554.
(2 units)

MKTG 3712. Achieving Brand
Leadership
Provides a framework and tools for mar-
tekers to be successful with branding.
Beginning with a fundamental review of
the core branding elements, we weigh the
importance of both the promise and the
experience aspects of branding in building
and sustaining trust. An examination of
brand measurements illuminates the power
of metrics and highlight different aspects
of branding strategies. A look at past cases
of successful and unsuccessful branding
bring out variations in approaches to such
issues as master brands, sub-brands, and
the branding of services. Finally, the impact
of branding architectures and creative posi-
tioning on brand equity are considered.
Uses both management readings and cur-
rent articles to provide a solid foundation
for analysis. A series of cases drawn from
both the product and service arenas will
enable students to apply this analytical
framework to actual situations. Brand
equity and its related metrics provide a
standard basis in evaluating various strat-
gegies for establishing and growing brands.
A final individual course project offers an
opportunity to integrate various facets of
branding for a specific product or service.
Prerequisite: MKTG 553 or MKTG 3554.
(1 unit)

OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS (OMIS)

OMIS 2353. Statistical Methods
Introduces probability and statistical analy-
sis, emphasizing applications to managerial
decision problems. Discusses descriptive
statistics, probability theory, sampling dis-
tributions, statistical estimation, hypothesis
testing, and simple and multiple regressions.
Additional topics may include exploratory
data analysis, analysis of variance, and con-
tingency tables. Open to MSF and MSE stu-
dents only. Prerequisite: Demonstrated
math/ analytical proficiency. (3 units)

OMIS 2355. Computer-Based
Decision Models
Integrative course focuses on using com-
puter-based models to improve manage-
rial decision-making. Treats rigorous for-
mulation of business decision problems,
computer-based solution methods, and
interpretation of results. Features sensi-
tivity and scenario analysis, mathematical
programming and decision analysis. In
some cases, simulation may be included.
 Applies techniques to problems in oper-
ations management, finance, accounting,
and marketing. Prerequisites: OMIS 2353,
and spreadsheet proficiency. (3 units)

OMIS 3350. Decision Making and
Analysis – Part I
(Part 1 of 6 unit cohort course. Must
be taken in sequential quarters.
Prerequisite: Demonstrated math anal-
alysis/calculus proficiency.

OMIS 3352. Decision Making and
Analysis – Part 2
(Part 2 of 6 unit cohort course) The wide-
spread use of the Internet and the increased
power of computing resources have created
new sources of data and new capabilities
for analysis. More than ever, statistical
methods and optimization techniques play
a fundamental role in understanding con-
sumer related data and incorporating it
into business the decision making. This
course will provide an integrated treat-
ment of analytical methodologies applied
to these important areas. Included is a dis-
cussion of basic probability theory includ-
ing random variables and distributions,
 basic statistical theory including estimation
and hypothesis testing, and both simple
and multiple regression. These topics will
be integrated with decision analysis and
basic optimization including linear, integer,
and non-linear methods. Examples will be
drawn from modern applications of these
methods. Must be taken in sequential
quarters. Prerequisite: OMIS 3350.

Students who have completed OMIS 353
and OMIS 355 in the pre-2013 curriculum
have satisfied the OMIS 3350 and 3352
requirement. Students switching to the 2013
curriculum, who have only completed OMIS
353 – please contact the GSB Office for
assistance with completing this requirement,
generally by administrative enrollment
in OMIS 3352.
OMIS 3357. Operations Management
Surveys methods for planning and executing processes to achieve high quality, low cost, and timely delivery of goods and services. Topics include capacity analysis, forecasting, inventory planning, supply chain management, Lean Production, statistical quality control, aggregate planning, and MRP. Emphasizes operational knowledge that is essential for all other functions in a firm. Prerequisite: OMIS 2355, OMIS 3352. (3 units)

Students who have completed OMIS 357 have fulfilled the OMIS 3357 requirement and are not eligible to register for this class.

OMIS 3362. Computer Simulation and Modeling
Uses computer simulation to design and operate complex processes or systems. Employs design, validation, operating procedures, and analyzing results of computer simulation experiments. Studies examples of computer simulation applications, including different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and manufacturing processing design. Cross-listed as MSIS 626. Credit will not be given for both. Prerequisite: OMIS 353 or OMIS 2353 or OMIS 3350 and knowledge of one programming language. (3 units)

OMIS 3366. Database Management Systems
Introduces database management and database management systems (DBMS). Teaches technical and managerial skills in database planning, analysis, logical design, physical design, implementation, and maintenance. Features hands-on training in database design, development, and implementation using relational DBMS software. Emphasizes designing and developing reliable databases to support organizational management. Cross-listed as MSIS 603. Credit will not be given for both. Prerequisite: Computer experience. (3 units)

OMIS 3372. Information Systems Analysis and Design
Examines methodology to assist in analyzing and designing computer-based information systems for business applications. Features tools including data flow diagrams, flowcharts, Structured English, pseudo code, hierarchy charts, structure diagrams, and Warnier-Orr charts. Requires applying these tools to a systems development project. Cross-listed as MSIS 602. Credit will not be given for both. Prerequisite: None. (3 units)

OMIS 3374. Artificial Intelligence
Provides a survey of basic concepts in artificial intelligence and their applications to business-oriented problems. Includes production systems, search techniques, knowledge representation, and inference techniques as well as calculus, statistical and probabilistic reasoning, design and implementation of expert systems, and understanding natural languages. Entails application developments using Expert System shells. Prerequisite: OMIS 353 or OMIS 2353 or OMIS 3350 and knowledge of one programming language. (3 units)

OMIS 3376. Information Systems Policy and Strategy
Studies strategic management and deployment of information systems and technologies (ISTs) to improve business competitiveness. Examines the role of IST strategy in enabling companies to effectively manage in the turbulent and dynamic business environment brought about by the Internet. Analyzes new business opportunities in electronic commerce brought about by ISTs, including organizational redesign that these technologies require. Considers implementation and change management issues related to IST deployment in the new environment. Focuses on drawing lessons from the experiences of leading companies that are deploying ISTs to define and support their e-commerce strategies. Cross-listed as MSIS 604. Credit will not be given for both. Prerequisite: None. (3 units)

OMIS 3384. Supply Chain Management
Focuses on the key challenges and issues relating to design, analysis, and management of supply chains to gain competitive advantage. The goal of the course is to assess supply chain performance and improve execution by effectively managing inventory, capacity, logistics and supply chain relationships. Additional topics include the role of information technology in this context, supply chain network design, and managing supply chains in environments with product innovation and proliferation. Prerequisite: OMIS 3357 or OMIS 3358. (3 units)

OMIS 3386. Business Intelligence and Data Warehousing
Introduces technologies and managerial issues related to data warehousing, business intelligence, decision support systems, data mining, Web mining, and customer relationship management. Teaches technical and managerial skills in using and developing decision support applications. Emphasizes learning how to derive business value from large amounts of data. Provides hands-on training using a variety of BI tools. Cross-listed as MSIS 621. Credit will not be given for both. Prerequisite: OMIS 3366 or instructor approval. (3 units)

OMIS 3388. Supply Chain Outsourcing
In many products’ path to market, the outsourcing of ever more functions—including product design, materials procurement, manufacturing, and logistics—has created supply chains with unprecedented capabilities, as well as novel forms of dysfunction. This course will convey strategies for fulfilling the potential of such supply chains while mitigating the risks. This includes a careful consideration of the make-buy decision, and then guidance for negotiating terms, monitoring performance, and enhancing control of outsourced relationships. Prerequisite: OMIS 3357 or MSIS 604. (3 units)

OMIS 2390/3390. New Product Development
Introduces students to the methods companies use to develop and release new products. New product development is a challenging, rewarding activity that can make the difference between success or failure for a company, especially in technology-based industries. The traditional view that new product development is an “art” practiced by engineers has now given way to an understanding that it is a discipline that must be learned and practiced to be successful. Examines the sequence of activities needed to successfully develop and launch a new product or service; understand how the different functions and roles in product development interrelate and work together; learn how to balance strategic and tactical activities in successful product development; develop a better understanding of how to determine and satisfy customer needs; understand the financial aspects of product development; develop the skills to analyze and improve product development efforts within a company. Prerequisite: MKTG 551 or MKTG 2552 or MKTG 3552. (3 units)

OMIS 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)
**MASTER OF SCIENCE IN INFORMATION SYSTEMS (MSIS)**

*Professors: Narendra Agrawal, Manoochehr Ghiasi (Faculty Director), Chaiho Kim, Steven Nahmias, Stephen A. Smith, S. Andrew Starbird, Andy A. Tsay
Associate Professor: Gangshu Cai
Assistant Professor: Ram Bal, Yasin Ceran, Tao Li, Haibing Lu, Sami Najafi-Asadollahi, David Zimbra
Joseph S. Almenary Professor: Chaiho Kim
Benjamin and May Suig Professor: Narendra Agrawal
Dean’s Executive Professor: Vasu Kadambi
Professor of Practice: Luke Dion*

**MSIS 2601. Object-Oriented Analysis and Programming**
Addresses advanced topics in object-oriented programming methodology. Presents different programming paradigms and discusses object-oriented programming concepts including principles of data abstraction, inheritance, polymorphism, and encapsulation. Emphasizes problem solving using Java programming language. Includes topics on classes and objects, data abstraction, “agents, message, and methods,” class hierarchies and inheritance, I/O packages, applets, exceptions, and multi-threaded programming. Requires developing several programming assignments using Java programming language in various computer environments. **Prerequisite: Knowledge of C programming language or equivalent. (3 units)**

**MSIS 2602. Information Systems Analysis and Design**
Examines methodologies to assist in analyzing and designing computer-based information systems for business applications. Features tools including data flow diagrams, flowcharts, Structured English, pseudo code, hierarchy charts, structure diagrams, and Warnier-Orr charts. Requires applying these tools to a systems development project. **Cross-listed as OMIS 3372. Credit will not be given for both. Prerequisite: None. (3 units)**

**MSIS 2603. Database Management Systems**
Introduces database management and database management systems (DBMS). Teaches technical and managerial skills in database planning, analysis, logical design, physical design, implementation, and maintenance. Features hands-on training in database design, development, and implementation using relational DBMS software. Emphasizes designing and developing reliable databases to support organizational management. **Cross-listed as OMIS 3366. Credit will not be given for both. Prerequisite: Experience with computer usage. (3 units)**

**MSIS 2604. Information Systems Policy and Strategy**
Studies strategic management and deployment of information systems and technologies (ISTs) to improve business competitiveness. Examines the role of IST strategy in enabling companies to effectively manage in the turbulent and dynamic business environment brought about by the Internet. Analyzes new business opportunities in electronic commerce brought about by ISTs, including the organizational redesign that these technologies require. Considers implementation and change management issues related to IST deployment in the new environment. Focuses on drawing lessons from the experiences of leading companies that are deploying ISTs to define and support their e-commerce strategies. **Cross-listed as OMIS 3378. Credit will not be given for both. Prerequisite: None. (3 units)**

**MSIS 2605. Telecommunications and Business Networks**
Presents the essential technical understanding necessary to evaluate and integrate telecommunication technologies into sustainable business models as well as to make decisions concerning the communications infrastructure, in any organization. Covers technology topics including voice and data networks, local and wide area networking, Internet, and generations of wireless technologies that form the basis for the discussion of economic and managerial issues about how the technology is deployed, including issues of interoperability, scalability, regulations, security, service level agreements, convergence, unified messaging, and service quality. **Prerequisite: None. (3 units)**

**MSIS 2606. Software Project Management**
Provides an overview of software project development methodology, covering both technical and managerial aspects of software development. Examines alternate software life-cycle models and introduces modern techniques for definition, design, implementation, and validation of software products. **Prerequisites: MSIS 2601 and 2602 or instructor approval. (3 units)**

**MSIS 2621. Business Intelligence and Data Warehousing**
Introduces technologies and managerial issues related to data warehousing, business intelligence, decision support systems, data mining, Web mining, and customer relationship management. Teaches technical and managerial skills in using and developing decision-support applications. Emphasizes learning how to derive business value from large amounts of data. Provides hands-on training using a variety of BI tools. **Cross-listed as OMIS 3386. Credit will not be given for both. Prerequisite: MSIS 2603 or instructor approval. (3 units)**

**MSIS 2622. ERP Systems**
Analyzes enterprise resource planning (ERP) systems through a managerial perspective and examines system implementation. ERP systems attempt to integrate all departments and functions across a company onto a single computer system that can serve every department’s particular needs for up-to-date and accurate data, independent of language, location, and currency. These systems dictate a standard data format across the entire organization; they are modular, multifunctional, and compatible with third-party software. Applies concepts and techniques discussed in class through a hands-on group project. Investigates multivendor systems and integration issues. **Prerequisite: MSIS 2602 and 2603 or instructor approval. (3 units)**

**MSIS 2623. Financial Information Systems**
Examines analysis, design, and implementation of enterprise information systems as they relate to the accounting function and corporate financial management. Emphasizes learning not only what functions the systems provide, but also understanding their technological structure and linkages with business strategy. Moreover, enables students to recognize organizational situations for which information system controls and assurance would help achieve organizational goals, and to participate in planning, development, and implementing control devices in highly automated contexts. **Prerequisites: ACTG 2301 and MSIS 2603 or instructor approval. (3 units)**
MSIS 2624. E-Business Technologies - Virtualization

This course provides a detailed survey and application of server virtualization and cloud computing technologies. The main focus of the course is large scale application of virtualization and cloud computing technologies to improve business effectiveness. Historical perspectives, current practices, and future directions are also presented. This course examines virtualization and cloud computing concepts, base technologies, and how they are used practitioners to provide better and more cost effective resource utilization and IaaS capabilities. Prerequisites: MSIS 2601 and 2602. (3 units)

MSIS 2625. Information Security Management

Explores the techniques and technologies of information and data security and considers overall security policy and procedures given that computers and the Internet have revolutionized the way we live and do business. Companies are vulnerable to a number of security threats including virus writers or computer hackers taking advantage of the relatively unknown properties of computers and the networks as well as abuse by its legitimate users. Prerequisites: MSIS 2601 and 2603 or instructor approval. (3 units)

MSIS 2626. Computer Simulation and Modeling

Uses computer simulation to design and operate complex processes or systems. Employs design, validation, operating procedures, and analysis of results of computer simulation experiments. Studies examples of the applications of computer simulations, including different types of scheduling, such as assembly line and job shop; distribution system design; inventory reordering design; waiting line systems; and the manufacturing processing design. Cross-listed as OMIS 3362. Credit will not be given for both. Prerequisites: OMIS 353 and knowledge of one programming language. (3 units)

MSIS 2640 Capstone Project Proposal

An industry project is one option for satisfying the Capstone requirement. MSIS students work with the Capstone Faculty Director to form a team, choose a topic, and develop a formal project proposal to begin their Capstone project. The MSIS faculty director reviews and approves all projects. Once approved and a faculty advisor assigned, the team can register for MSIS 2642 (Capstone Project 1). (1 unit)

MSIS 2641. Information Technology: Ethics and Public Policy

Introduces the normative principles for ethical decision-making: which principles are applicable, and weighing conflicting principles. Includes in-depth explorations of contemporary ethical and public policy issues relating to information technology, with class lectures and discussions supplemented by guest speakers from government, industry, and two of the University Centers of Distinction (Markkula Center for Applied Ethics and Center for Science, Technology, and Society). Prerequisite: None. (3 units)

MSIS 2642. Capstone Project I (2 units)

MSIS 2643. Capstone Project II (3 units)

MSIS 2644. Master’s Thesis (Capstone Option)

Students individually or as a team of two propose a research project to one of the MSIS faculty. This option requires approval by the supervising faculty member and the director of the MSIS program. The objective is to study an information system topic in detail and advance the state of the knowledge in that field theoretically, or to apply the state-of-the-art information system technology to solve a problem. The outcome of this option is development of a formal project proposal to a referred journal for publication. This option may span two or more quarters. (6 units)

MSIS 2645. Capstone Design Project Proposal

The Capstone Design Project is an alternate option for satisfying the MSIS Capstone requirement. Capstone Design Project is similar to Industry project, except that the IT project proposal and development of the project is performed in house. MSIS students who are half way through their course work can submit an IT project proposal of interest to the Capstone faculty director. Once the proposal is accepted by the Capstone faulty director, a team of Capstone-ready MSIS students will be designated. The newly formed Capstone Design team meets with the Capstone faculty advisor and reviews the project proposal. Once the proposal has been reviewed and approved by the Capstone faculty advisor, the proposal is reviewed and approved by the MSIS faculty director. Once approved and a faculty advisor assigned, the team can register for MSIS 2646 (Capstone Project 1). (1 unit)

MSIS 2646. Capstone Design Project I (2 units)

MSIS 2647. Capstone Design Project II (3 units)

Note: Students should review Chapter 11 of this bulletin for complete information on options for satisfying the MSIS Capstone requirement.

MSIS 2696. Emerging Topics in IT Management

Covers special topics; offered on an occasional basis. (3 units)
ACTG 2301. Financial and Managerial Accounting
This course combines an introduction to financial and managerial accounting to assist students in understanding how these disciplines contribute to the success of the firm. It will focus on the interpretation of reported financial information and how these disciplines contribute to decision-making in the firm. Open to MSIS students only. Prerequisite: None. (3 units)

MGMT 2501. Organizational Analysis and Management
Explores group dynamics to enable students to perform more effectively in groups and teams. Provides students with feedback on individual managerial competencies to aid in career self-management and planning. Open to M.S. students only. Prerequisite: None. (3 units)

OMIS 2355. Computer-Based Decision Models
Integrative course focuses on using computer-based models to improve managerial decision-making. Treats rigorous formulation of business decision problems, computer-based solution methods, and interpretation of results. Features sensitivity and scenario analysis, mathematical programming and decision analysis. In some cases, simulation may be included. Applies techniques to problems in operations management, finance, accounting, and marketing. Prerequisites: OMIS 353, and spreadsheet proficiency. (3 units)

IDIS 3612. Management of the High-Technology Firm Seminar
Identify and analyze business issues and problems that are particularly important or unique to innovative high-technology companies. Topics vary from seminar to seminar, and include a selection from project management, production, marketing, personnel, investment decisions, expansion to international markets, banking, venture capital, pricing, technological transfer, relationships with government bodies and the media, and legal issues related to patents and trade secrets. The seminar is divided into segments of one or two sessions taught through case studies by executives and public officials. Prerequisite: MBA students—completion of a minimum of 10 MBA courses; MSIS students—completion of 8 courses (4 business courses and 4 IS courses). (3 units)

IDIS 3622. Global Agribusiness Challenges
The focus of this course is on encouraging students to develop a sound understanding of key supply, demand and technological innovation drivers which food and agribusiness managers must address and the distinctive strategies which they use to deal with them. This course is intended to complement MGMT 3540, so that the two courses cover the core requirement for the MBA agribusiness concentration. Prerequisite: None. (3 units)

IDIS 3695. Global Business Perspective
Through company sites and cultural visits, students learn to appreciate how business operates outside the United States. Country visits are bracketed by class sessions and pre-work followed by project presentations. Content varies based on the expertise of the faculty and the country visited. Past locations include Germany, France, China, New Zealand, Brazil, and India. Prerequisite: Varies by course. (3 units)

IDIS 3696. Experimental Course
Covers special topics; offered on an occasional basis. (3 units)

IDIS 2700/3700. Effective Business Communications
Intensive practice in forms of communication specifically for business settings, geared to the student's level of prior preparation. The focus will be primarily on oral communication and writing to support the oral communication. Emphasis on communicating complex issues and quantitative data to inform, advocate or persuade. Prerequisite: None. (1 unit)

IDIS 3701 Critical Business Presentations
This course is designed to equip the student with speaking and presenting facility in both formal and informal business settings. The class centers around multiple presentations on a variety of topics. Focus will be on learning to shape messages and presentations to different audiences and purposes. This one-unit course will afford an introduction to effective presentation skills that should then be implemented into later coursework and workplace interactions. Business Communication theory, presentation practice and critique, interpersonal interaction in both traditional and social media forums, and conveying qualitative and quantitative information will serve as components of the course. Prerequisite: IDIS 3700. (1 unit)
**IDIS 3799. Managing Transitions (endcap experience)**

The course is based on critical transitions, formative experiences, and personal conflict that characterize the common challenges MBAs are likely to face as they progress in their careers. One objective is to help students gain a more robust understanding of some of the pitfalls they may encounter as they make transitions within or across organizations. Research demonstrates that career failures are often associated with individual failures to successfully make these transitions. Blending theory and practice sessions will illustrate the lessons learned by others (such as SV executives) that have sometimes stumbled in making important transitions. Why are transitions challenging? Typically transitions require learning new skills and strategies for managing people who have different responsibilities, needs, goals, and expectations than the individual has led in the past. For example, the role as an individual team member vs. managing a team requires a shift in mindset from getting a job done through personal skills and effort to getting work done through others; shifting from a manager to a leader requires a shift in attention from focusing on doing things right to doing the right things. Such transitions often mean less control over the very things that have made us successful in the past and deriving satisfaction from others’ accomplishments. Although easy to understand conceptually, this marks a fundamental shift in individuals’ identities. 

**Prerequisites:** All core courses. Must be taken in the last quarter of residence. (1 unit)

**IDIS 3697. Experiential Learning**

Open only to MSE students. **Prerequisite:** All other MSE requirements. (1 unit)

**IDIS 3697. Practical Training**

In accordance with SEVIS regulations, practical training for international students is available exclusively for students with F-1 visas. This 1-unit practical training internship allows MBA/MSIS students to apply methods learned at Santa Clara University as they acquire work experience. Course is graded pass/no pass and does not count toward degree requirements. 

**Prerequisites:** One year of full-time course work and a GPA of 3.0 or higher. (1 unit)

**IDIS 3704. Women in Leadership**

Presents the best practices of successful women technology leaders. Features a series of in-depth discussions and case studies where experts share the principles upon which they have created their businesses. Includes topics on vision, value creation, branding, product development and testing, recruitment and team building, management, financing, communication skills, networking, exit strategy and social impact. 

**Prerequisite:** None. (1 unit)

**IDIS 3711. Leadership: Vision, Deals and Process**

Explores three distinct perspectives on leadership: vision, deal making, and process. Features experts with extensive experience in their area. For each perspective, presents a solid overview of the topic, specific skills needed to succeed in the arena, examples of business leaders who have translated ideals into action, and resources for continued learning. 

**Prerequisite:** MGMT 501 or MGMT 3500. (1 unit)

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**CAMPUS MINISTRY**

Fostering the University’s mission to develop the whole person, Campus Ministry offers a variety of programs and opportunities where faith may be explored, discovered, and developed. The Campus Ministry team is committed to supporting the spiritual and personal growth of all students, regardless of faith tradition, if any, and a welcoming and inclusive environment for all.

The team consists of ten full-time members, eleven residence ministers residing in residence halls, and sixteen student interns. Campus Ministry offers the University community a variety of programs: liturgies, other sacramental celebrations, retreats, discussion groups, Christian Life Communities (CLCs), Bible study, ecumenical and interfaith gatherings, social justice events, counseling and spiritual direction. Campus Ministry also supports religiously-affiliated student clubs, including those for Muslim, Jewish, Hindu, and Orthodox students.

Please visit our website at scu.edu/cm or stop by our office in Benson Center.

**STUDENT MEDIA**

**KSCU:** KSCU is a student-run, non-commercial radio station at 103.3 FM. The program format features primarily independent music, including indie rock, punk, ska, jazz, blues, and reggae. Students may get involved with the radio station as a staff member or as a volunteer disc jockey, office assistant, fundraiser, or sound technical staff. The staff of KSCU operates all aspects of an FM radio station in accordance with SCU’s mission and goals, and Federal Communications Commission regulations.

**The Redwood:** SCU’s yearbook strives to maintain proper journalistic guidelines while producing an accurate and quality book for the University community. Entirely student run, with the aid of a faculty advisor, The Redwood offers paid and volunteer positions in writing, design, and photography. Students at-large are encouraged to participate by contributing to the yearbook.

**Santa Clara Review:** A student-edited literary magazine that publishes poetry, fiction, nonfiction, and art, the Santa Clara Review is published biannually, drawing from submissions from SCU students, faculty, staff, and writers outside of SCU. The Santa Clara Review is committed to the development of student literary talent, in both editorial knowledge and creative writing skills. Students may get involved with the magazine in several staff positions and with opportunities to volunteer in the areas of poetry, fiction, nonfiction, art, and management.

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Santa Clara students are encouraged to participate in extracurricular activities as part of their total development. The primary educational objective in supporting student activities and organizations is to foster a community that is enriched by men and women of diverse backgrounds, wherein freedom of inquiry and expression enjoys high priority.

The following sections describe various aspects of student life and services.
The Santa Clara University's undergraduate weekly newspaper, serving as an informative and entertaining student-run campus publication. Students may get involved in a staff position or as a volunteer writer, photographer, or member of the business staff.

STUDENT RESOURCES AND SERVICES

Listed below are some of the service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

COWELL COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS)

Counseling and Psychological Services offers mental health services to undergraduate and graduate students. The mission of the services is to support the developmental growth of students in ways that enable them to become more effective in their personal, academic, and social functioning. Counseling helps students address psychological issues that may affect their successful participation in the learning community. Among the psychosocial and developmental issues that students work on with their counselors are depression, anxiety, interpersonal problems, disturbed sleep or eating behaviors, acculturation, academic motivation, homesickness, family concerns, intimacy, and sexuality. The services are confidential and free and include individual counseling, couples counseling, group counseling, and psycho-educational programs.

COWELL STUDENT HEALTH SERVICES

Student Health Services provides quality, accessible, and convenient medical care to Santa Clara students. The Health Services provides primary medical care, physicals, diagnosis of illness and injuries, immunizations, gynecological examinations, limited in-house pharmacy, and referral to specialists when needed. The Health Services staff includes a physician, nurse practitioners, physician assistants, registered nurses, and medical assistants. In addition, a psychiatrist, registered dietician, and physical therapy assistant are each available on a part-time basis.

Graduate students who choose to use the Health Services must pay a health fee of $90 per quarter to be seen. The Health Services does not charge for visits, but does charge students for laboratory work, medications, medical equipment, and other specialized services. Students are seen on an appointment basis and usually can be seen the same day, if an appointment is requested in the morning. The center is open from 8:30 a.m. to 5 p.m. Monday through Friday when classes are in session. When the Health Services is closed, there is an advice nurse available by phone and volunteer student emergency medical technicians who can visit students on campus. The center is closed from mid-June to mid-August.

All international graduate students must carry health insurance, either their own personal plan or the University-sponsored plan. Graduate students who want to purchase the University health insurance must also pay the $90 per quarter health fee. Please call the insurance coordinator at 408-554-2379 for further information.

Please call the insurance coordinator at 408-554-2379 for further information.

Facilities

The University is located on a 106-acre campus in the city of Santa Clara near the southern end of the San Francisco Bay in one of the world’s great cultural centers. More than 50 buildings on campus house 15 student residences, a main library, a law library, two student centers, the de Saisset Museum, extensive performing arts and athletic facilities, and a recreation and fitness center.

Santa Clara’s campus has the advantage of being located in Silicon Valley—a region known for its extraordinary visionaries, who have designed and created some of the most significant scientific and technological advances of our age. More than a place, Silicon Valley is a mindset—home to more than 2 million residents and 6,600 science- and technology-related companies. And that does not include San Francisco, which is just an hour away.

Santa Clara’s campus is well known for its beauty and mission-style architecture. Newly opened in 2013, the brick-paved Abby Sobrato Mall leads visitors from the University’s main entrance to the heart of campus—the Mission Santa Clara de Asís. The roses and palm and olive trees of the Mission Gardens surround the historic Mission Church, which was restored in 1928. The adjacent Adobe Lodge is the oldest building on campus. In 1981, it was restored to its 1822 decor.

ACADEMIC FACILITIES

Amidst all this beauty and history are modern, world-class academic facilities. Students study and thrive in places such as the Joanne E. Harrington Learning Commons, Sobrato Family Technology Center, and Orradre Library. Individuals and groups alike enjoy studying in its inviting, light-filled, and open environment. Notably, the library features an Automated Retrieval System, a high-density storage area where up to 900,000 books and other publications can be stored and retrieved using robotic-assisted technology.

Another example of Santa Clara’s excellent academic facilities is Lucas Hall, home of the Leavey School of Business. This modern 85,000-square-foot building houses classrooms, meeting rooms, offices, study spaces, and a café. Classrooms are equipped with state-of-the-art videoconferencing equipment as well as a multi-platform system to record faculty lectures for later review by students. The Arts & Sciences Building adjacent to Lucas Hall is home to the Markkula Center for Applied Ethics as well as academic departments, classrooms, and a 2,200-square-foot digital television studio—among the best found on any campus nationwide.

Also nearby is the Schott Admission and Enrollment Services Building, a welcoming center for campus visitors and home to several University departments. Opened in 2012, the lobby of this green-certified structure includes technology-infused exhibits that illustrate Santa Clara’s Jesuit mission. Among other green features on campus are two solar-powered homes built in 2007 and 2009 for the U.S. Department of Energy’s Solar Decathlon. Both now serve as laboratories for solar and sustainability technologies.
STUDENT LIFE

Santa Clara has 10 on-campus residence halls, most with traditional double rooms and large common bathrooms, others with suite arrangements conducive to more informal living. Juniors and seniors can apply for townhouse-style living in the 138-unit University Villas across from the main campus. Opened in 2012, Graham Hall is Santa Clara’s newest residence hall. The environmentally friendly building boasts 96 mini-suites, lounges, full kitchens, and laundry facilities for every eight-room “neighborhood.” In addition, the residence hall has two classrooms, a small theater, outdoor barbecue and picnic areas, and a large courtyard.

The Robert F. Benson Memorial Center serves as a hub for campus life. The Benson Center offers dining services and houses the Campus Bookstore, the campus post office, and meeting rooms. The University’s main Marketplace dining hall inside Benson resembles an upscale food court with numerous stations and options. For a more informal experience, The Bronco is the Benson Center’s late-night venue, serving beverages and pub-style food.

Another hot-spot for student life, the Paul L. Locatelli, S.J., Student Activity Center includes a 6,000 square-foot gathering hall with a high ceiling that can accommodate dances and concerts as well as pre- and post-game activities. Designed with environmental sensitivity, the building is energy efficient and has daytime lighting controls and motion sensors to maximize use of natural light. For fitness-minded students, the Pat Malley Fitness and Recreation Center features a 9,500-square-foot weight training and cardiovascular exercise room, three basketball courts, a swimming pool, and other facilities to support the recreational and fitness needs of the campus community.

The campus features many locations for quiet reflection, as well. One such place is the St. Clare Garden, which features plants and flowers arranged into five groups to portray the stages of the saint’s life. For campus members who want a more hands-on relationship with nature, the Forge Garden, SCU’s half-acre organic garden, serves as a campus space for course research, service learning, and sustainable food production.

ATHLETICS AND THE ARTS

Athletics are an important part of the University, and Bronco spirit is evident everywhere on campus. Among the newest additions to Santa Clara’s athletics facilities is Stephen Schott Stadium, home field for the men’s baseball team. The stadium features batting cages, a clubhouse, concessions stands, and seating for 1,500 fans. Across the street is Bellomy Field—eight acres of well-lit, grassy field space used for club and intramural sports like rugby and field hockey. Adjacent to Bellomy Field is the well-appointed women’s softball field, which opened in 2013. Other athletic venues on campus include the 6,400-seat Buck Shaw Stadium, home to the men’s and women’s soccer programs, and the Leavey Event Center, the University’s premier basketball facility. Over the years, it has hosted nine West Coast Conference Basketball Championships.

The arts, an equally important part of life at Santa Clara University, are on vibrant display at the de Saisset Museum, the University’s accredited museum of art and history. The de Saisset presents changing art exhibitions throughout the year and serves as the caretaker of the University’s California History Collection, which includes artifacts from the Native American, Mission, and early Santa Clara College periods.

SCU Presents represents the performing arts on campus, including the Louis B. Mayer Theatre, the Fess Parker Studio Theatre, and the Music Recital Hall. Mayer Theatre is Santa Clara University’s premier theatrical venue, housing 500 intimate seats in either a flexible proscenium or thrust stage setting. The Fess Parker Studio Theatre has no fixed stage or seating. Its black-box design, complete with movable catwalks, provides superb flexibility in an experimental setting. The 250-seat Music Recital Hall provides a contemporary setting where students, faculty, and guest artists offer a variety of performances.
STATEMENT OF RESPONSIBILITIES AND STANDARDS OF CONDUCT

For the most current information on the student conduct code and all policies and procedures regarding the student judicial system, please refer to the Office of Student Life website at www.scu.edu/studentlife/osl.

The goal of Santa Clara University is to provide students with a general education so that they will acquire knowledge, skill, and wisdom to deal with and contribute to contemporary society in constructive ways. As an institution of higher education rooted in the Jesuit tradition, the University is committed to creating and sustaining an environment that facilitates not only academic development but also the personal and spiritual development of its members. This commitment of the University encourages the greatest possible degree of freedom for individual choice and expression, with the expectation that individual members of the community will:

- Be honest.
- Demonstrate self-respect.
- Demonstrate respect for others.
- Demonstrate respect for the law and University policies, procedures, and standards; their administration; and the process for changing those laws, policies, procedures, and standards.

In keeping with this commitment, this Statement of Responsibilities and Standards of Conduct and related policies and procedures have been formulated to guarantee each student’s freedom to learn and to protect the fundamental rights of others. There can be no rights and freedoms if all who claim them do not recognize and respect the same rights and freedoms for others. In addition to the laws of the nation, the state of California, and the local community, the University administration has established policies, procedures, and standards deemed necessary to achieve its objectives as a Catholic, Jesuit university.

All members of the Santa Clara community are expected to conduct themselves in a manner that is consistent with the goals of the institution and to demonstrate respect for self, others, and their property. Students living off campus are members of this community, and as such are representatives to the community at large. In this regard, students living off campus maintain an equal measure of accountability to the values and expectations of all members of this community as identified in the Student Conduct Code.

Whether living in or traversing through the neighborhood, or parking in the street, students are expected to adhere to the same high standards of conduct and behavior that are consistent with the students’ developing role as responsible and accountable citizens, and that reflect well upon the Santa Clara University community.
All members of the University community have a strong responsibility to protect and maintain an academic climate in which the fundamental freedom to learn can be enjoyed by all and where the rights and well-being of all members of the community are protected. The University reserves the right to review student conduct that occurs on and off campus when such behavior is inconsistent with this expectation and the Student Conduct Code.

The following acts subject students to disciplinary action:

1. Engaging in any form of academic dishonesty, such as plagiarism (representing the work or ideas of others as one’s own without giving proper acknowledgment), cheating (e.g., copying the work of another person, falsifying laboratory data, sabotaging the work of others), and other acts generally understood to be dishonest by faculty or students in an academic context. (Law students, refer to School of Law code.)

2. Illegal use, possession, or distribution of drugs. The use or possession of equipment, products, or materials that are used or intended for use in manufacturing, growing, using, or distributing any drug or controlled substance. Possessing, concealing, storing, carrying, or using any drug paraphernalia as defined in California Health and Safety Code § 11364.5, including, but not limited to, objects intended for use or designed for use in ingesting, inhaling, or otherwise introducing marijuana, cocaine, hashish, or hashish oil into the human body. A reported violation of this section will result in the confiscation and immediate disposal of drugs and drug paraphernalia by University officials.

3. Falsification or misuse, including non-authentic, altered, or fraudulent misuse, of University records, permits, documents, communication equipment, or identification cards and government-issued documents.

4. Knowingly furnishing false or incomplete information to the University, a University official, or judicial hearing board in response to an authorized request.

5. Disorderly, lewd, indecent, or obscene conduct; excessive or prolonged noise; behavior that interferes with the orderly functioning of the University, or interferes with an individual’s pursuit of an education on University-owned or controlled property or during an authorized University class, field trip, seminar, competition or other meeting, or University-related activity.

6. Detention, physical abuse, or conduct that threatens imminent bodily harm or endangers the physical well-being of any person, including harm to self.

7. Nonconsensual physical contact of a sexual nature such as sexual misconduct, sexual assault, and rape.

8. Destruction, damage, or misuse of University property or the property of any other person or group.

9. Theft or conversion of University property or the property of any other person or group.

10. Hazing, harassing, threatening, degrading language or actions, including stalking, or any practice by a group or individual that degrades a student or employee, endangers health, jeopardizes personal safety, or interferes with an employee’s duties or with a student’s class attendance or a person’s educational pursuits.

11. Intentional obstruction or disruption of teaching, research, administration, disciplinary procedures, or other University activities; or obstruction or disruption that interferes with the freedom of movement, both pedestrian and vehicular.

12. Possessing, concealing, storing, carrying, or using any real or simulated weapons (including toy guns). The definition of weapons includes, but is not limited to, firearms (including BB/pellet, Airsoft, and paintball guns—regardless of whether they are disassembled), knives (switchblade, double-edged, hunting-style [fixed-blade] of any length, throwing, folding [pocket-style with a blade that locks into place], and knives with blades of 2.5 inches in length or greater), explosives (including, though not limited to, fireworks and firecrackers), ammunition, dangerous chemicals, or any other dangerous weapons or instruments, or chemicals as defined by, though not limited to, California State Law except if expressly authorized by University policy or procedure (see “Housing and Residence Life Policies” for information that pertains to Residence Life). A reported violation of this section will result in the immediate confiscation and disposal of real or simulated weapons by University officials.

13. Unauthorized entry into or use or defacement of University facilities, including residence halls and other buildings and grounds, including unauthorized entry into or presence in or on a University building; unauthorized erection or use on University property of any structures including specifically but not limited to tents, huts, gazebos, shelters, platforms, and public address systems; or unauthorized use of University property for dances, concerts, assemblies, meetings, sleeping, cooking, or eating if said activity interferes with the operation of the University or surrounding community.

14. Publication, posting, or distribution through the use of University resources (e.g., computer networks, telephone lines, e-mail services, Internet connections), or at authorized University activities of material that violates the law of libel, obscenity, postal regulations, the fair use of copyrighted materials, or any law or statute or University policy.

15. Failure to comply with a reasonable request or order of a University executive or other authorized official(s); refusal or failure to leave such premises because of conduct prescribed by this code when such conduct constitutes violations of this code or a danger to personal safety, property, or educational or other appropriate University activities on such premises; or refusal or failure to identify oneself when requested by a University official provided the official is identified and indicates legitimate reason for the request.

16. Possession, consumption, sale, or action under the influence of alcoholic beverages by persons under the age of 21; furnishing alcoholic beverages to persons under the age of 21; consumption of alcoholic beverages in a public place (all areas other than individual residences, private offices, and scheduled private functions); excessive and inappropriate use of alcoholic beverages (See also “Alcohol Policy Within the Residence Halls” on page 27).

17. Misconduct in which a student is detained, arrested, cited, or otherwise charged with violations of local, state, or federal laws that materially or adversely affect the individual’s suitability as a member of the Santa Clara University community.
18. Tampering with, removing, damaging, or destroying fire extinguishers, fire alarm boxes, smoke or heat detectors, emergency call boxes, and other safety equipment anywhere on University property; creating a fire, safety, or health hazard; or failure to respond to fire alarms, evacuate buildings during alarm citation, or respond to the directions of emergency personnel.

19. Any behavior that disrupts or causes disruption of computer services; damages, alters, or destroys data or records; adversely affects computer software, programs, systems, or networks; or uses data, computer systems, or networks to devise or execute any scheme to defraud, deceive, extort, or wrongfully obtain money, property, or data.

Students who are alleged to have violated the Student Conduct Code may be subject to disciplinary action and, if applicable, may also be subject to criminal prosecution.

Judicial Records Policy

The Office of Student Life maintains a hard copy file and a digital record of a student’s judicial history. Judicial records are educational records, and are thereby subject to the Family Educational Rights and Privacy Act (FERPA) and the University’s Student Records Policy.

The judicial record is confidential and is only shared internally with University officials in instances when the student grants permission to release the record, or there is what FERPA defines “an educational need to know” basis for the request. The judicial record is maintained throughout the student’s enrollment and thereafter as indicated below. A student’s judicial record will only be released from the hard copy file to a person or party external to the University if the student has granted permission, where the disclosure of the record is permissible under the provisions of FERPA, or where the University is required to do so by law. The digital copy of the judicial record will only be released to an external person or party where the University is required to do so by law.

Retention of Hard Copy of Judicial Records

1. The hard copy file of a student’s entire judicial history is kept for a minimum of one academic year beyond the academic year in which the date of the last violation of the Student Conduct Code occurred. When a student commits a violation of academic integrity, the hard copy file is retained for the remainder of a student’s academic career.

2. The files of any student who has received one or more of the following sanctions will be maintained for three academic years beyond the academic year in which the student’s tenure in his/her current degree program at the University has ended:
   - Removal from University housing
   - Disciplinary probation
   - Deferred suspension
   - Suspension

3. The judicial files of a student who has been expelled will be maintained for seven years beyond the academic year in which the student’s tenure at the University has ended.

The University reserves the right to change this policy at any time at its sole discretion.

University Policies

SPEAKER POLICY

The purpose of this policy is to assure the right of free expression and exchange of ideas, to minimize conflict between the exercise of that right and the rights of others in the effective use of University facilities, and to minimize possible interference with the University’s responsibilities as an educational institution.

The time, place, and manner of exercising speech on campus are subject to regulations adopted by the University administration. ORDERLY conduct, noninterference with University functions or activities, and identification of sponsoring groups or individuals are required. Outdoor sound amplification will be permitted only with explicit approval of the Vice Provost for Student Life or designee. (Refer to “Amplification of Sound.”)

Members of the faculty, academic departments, staff, administrative offices, or student organizations registered by authorized student government bodies may invite non-University speakers to address meetings on campus. Student groups that have not been registered by authorized student government bodies may not invite non-University speakers to address meetings on campus. If there would likely be extensive public notice or controversy associated with the presence of any speaker on campus, prior notice should be given to the head of the Office of Marketing and Communications in the case of likely inquiries from external constituencies of the University or media; and to the Director of Campus Safety Services in the case of possible protest or disruption. Except for unusual circumstances, the notice should be at least one week before the meeting or event is to occur.

The presence of a guest speaker on the campus of Santa Clara University does not necessarily imply approval or endorsement by the University of the views expressed by the guest speaker or by anyone else present at the event.

The person or organization sponsoring a speaker around whom there would likely be extensive public notice or controversy is responsible for including the above statement in its advertisement, announcements, and news releases. If deemed appropriate, the University administration may also require the above statement be read at the beginning of the event.

Whenever the University administration considers it appropriate in furtherance of educational objectives, it may require either or both of the following:
   - That the meeting be chaired by a person approved by the University administration
   - Any invitation to a non-University speaker extended by a registered student organization, member of the faculty, staff, academic department, or administrative department may be rescinded only if the President, or his authorized designee, determines, after appropriate inquiry, that the proposed speech will constitute a clear and present danger to the orderly operation or peaceful conduct of campus activities by the speaker’s advocacy of such actions as:
A person aggrieved by unlawful harassment or unlawful discrimination may file a complaint within the time required by law with the appropriate federal or state agency. Depending upon the nature of the complaint, the appropriate agency may be the federal Equal Employment Opportunity Commission (EEOC), the federal Office for Civil Rights (OCR), or the California Department of Fair Employment and Housing (DFEH).

**DRUG-FREE POLICIES**

It is the goal of Santa Clara University to maintain a drug-free workplace and campus. The unlawful manufacture, distribution, dispensation, possession, and/or use of controlled substances or the unlawful possession, use, or distribution of alcohol is prohibited on the Santa Clara University campus, in the workplace, or as part of any of the University’s activities. This includes the unlawful use of controlled substances or alcohol in the workplace even if it does not result in impaired job performance or in unacceptable conduct.

The unlawful presence of any controlled substance or alcohol in the workplace and campus itself is prohibited. The workplace and campus are presumed to include all Santa Clara premises where the activities of the University are conducted.

Violations will result in disciplinary action up to and including termination of employment for faculty and staff or expulsion of students. A disciplinary action may also include the completion of an appropriate rehabilitation program. Violations may also be referred to the appropriate authorities for prosecution.

The program information is distributed on an annual basis to all faculty, staff, and students. New staff employees are given a copy in New Employee Orientation. New faculty employees are given a copy at New Faculty Orientation. The program is reviewed at least biennially by the Office of Student Life, Affirmative Action Office, and the Department of Human Resources. Contact the Office of Student Life for a complete copy of the program.

**SEXUAL AND GENDER-BASED MISCONDUCT POLICY**

Santa Clara University upholds a zero tolerance policy for sexual and gender-based misconduct and does not discriminate on the basis of sex in its educational programs. When an allegation of misconduct is brought to an appropriate administrator’s attention, and a respondent is found to have violated this policy, serious sanctions will be used to reasonably ensure that such actions are never repeated. This policy has been developed to reaffirm these principles and to provide recourse for those individuals whose rights have been violated. It applies on campus and it may apply off campus if the conduct negatively affects a victim’s school experience or the overall school environment. This policy is intended to define community expectations and to establish a mechanism for determining when those expectations have been violated.

The University seeks to provide a consistent, caring, and timely response when sexual and gender-based misconduct occurs within the University community. Sexual misconduct includes sexual harassment, sexual assault (non-consensual sexual contact and non-consensual sexual intercourse), and sexual exploitation. Gender-based misconduct includes violent actions, discrimination, hazing, bullying, domestic violence, dating violence, and stalking when such behaviors are perpetrated because of one’s gender.

Members of the University community, guests and visitors have the right to be free from sexual and gender-based misconduct and the University prohibits such behavior. Sexual and gender-based misconduct can occur between people of different sex or gender or of
the same sex or gender. All members of the campus community are expected to conduct themselves in a manner that does not infringe upon the rights of others.

The complete policy, reporting protocol and University response, and student judicial procedures are available in the Office of Student Life and the Office of Affirmative Action. This information is also available at www.scu.edu/studentlife/osl/Student-Life-Publications.cfm.

COMPUTING AND ELECTRONIC RESOURCES POLICY

The computing and other electronic resources at SCU are provided solely for the support of students and employees in the pursuit of their scholarly or required academic activities, and for conducting the business of the University. General guidelines for use of computing, communication, and electronic resources on campus are based upon principles of etiquette, fairness, and legality. In using these resources at SCU, community members are expected to be respectful of other individuals’ ability to enjoy equal access to the resources, refrain from malicious or annoying behavior, and abide by state and national laws, including those related to intellectual property and copyright. More details are available in the University’s Acceptable Use Policy, accessible at it.scu.edu/policies/NetPolicy.shtml, or from Information Technology.

SMOKING POLICY

The purpose of the smoking policy is to promote and foster the health, comfort, and safety of all members of the Santa Clara University community.

Santa Clara University, in compliance with the City of Santa Clara Ordinance No. 1654, has adopted a nonsmoking policy. Smoking is prohibited at all times in all University facilities that house offices, work areas, classrooms, or residence rooms. Members of the community who choose to smoke must maintain a distance of 25 feet from any building openings (doors, windows, air intakes).

POLICY FOR WITHDRAWAL FOR HEALTH REASONS

Students may experience an illness, injury, or psychological condition, herein referred to as a health condition, which significantly impairs their ability to function successfully or safely in their roles as students. In these instances, time away from the University for treatment and recovery can restore functioning to a level that will enable them to return to the University.

The Vice Provost for Student Life or designee, in consultation with the appropriate mental and medical health professionals and other staff as deemed necessary, is responsible for the implementation of the policy.

Contact the Office of Student Life for a copy of the entire Policy for Withdrawal for Health Reasons or refer to the website: www.scu.edu/studentlife/resources/policies.cfm.

Accreditations and Selected Memberships

University Accreditation
Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges
985 Atlantic Avenue, Suite 100
Alameda, CA 94501
510-748-9001

Specialized Accreditations
ABET, Inc. (formerly Accreditation Board for Engineering and Technology)
Association of American Law Schools
Association of Theological Schools
Association to Advance Collegiate Schools of Business-International
Association to Advance Collegiate Schools of Business-Accounting
American Association of Museums
American Bar Association
American Chemical Society
Commission on Teacher Credentialing
California Board of Behavioral Sciences Accredited Marriage and Family Therapists
State Bar of California

Selected Memberships
American Council of Learned Societies
American Council on Education
Association of Catholic Colleges and Universities
Association of Governing Boards of Universities and Colleges
Association of Independent California Colleges and Universities
Campus Compact
College Entrance Examination Board
Council for Advancement and Support of Education
Council of Graduate Schools in the United States
Council for Higher Education Accreditation
National Association of Independent Colleges and Universities
Academic Accreditations

UNIVERSITY ACCREDITATION
Accrediting Commission for Senior Colleges and Universities
of the Western Association of Schools and Colleges
985 Atlantic Avenue, Suite 100
Alameda, CA 94501
510-748-9001

SPECIALIZED ACADEMIC ACCREDITATIONS
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American Chemical Society
Association of American Law Schools
Association of Theological Schools
Association to Advance Collegiate Schools of Business—Accounting
Association to Advance Collegiate Schools of Business—International
California Board of Behavioral Sciences Accredited Marriage and Family Therapists
California State Commission on Teacher Credentialing
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<td>Global Engagement</td>
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<td>Housing</td>
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<td>International Student Services</td>
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<td>Jesuit Community</td>
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<td>Law, The Advocate &amp; Student Bar Assn</td>
<td>Bannan Hall 405</td>
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<td>Law, Development &amp; Alumni Relations</td>
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<td>Media Services</td>
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<td>Multicultural Center</td>
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<td>Multicultural Learning Office</td>
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<td>Northern California Innocence Project</td>
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<td>Office of Fellowships</td>
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<td>Office of General Counsel</td>
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<td>Office of Marketing &amp; Communication</td>
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<td>President’s Office</td>
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<td>Centers</td>
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<td>Center for Innovation &amp; Entrepreneurship</td>
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<td>Center for Science, Technology, &amp; Society</td>
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<td>Ignatian Center for Jesuit Education</td>
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