

## **SCHOOL OF BUSINESS**

### **THE DEAN**

Thomas A. Horan

### **THE FACULTY**

Bing Bai

Angelo Carlo Carrascoso

Hamid Falatoonzadeh

Allison Fraiberg

Kamala Gollakota

Neena Gopalan

Gerald M. Groshek

Roy Jafari

Denise MacNeil

Michael MacQueen

Ketan Mhatre

Johannes Moenius

Monica L. Perry

James B. Pick

Hindupur V. Ramakrishna

Avijit Sarkar

James C. Spee

Riaz Tejani

Satish Thosar

Joseph Vavrus

Xin Zhao

### **MISSION STATEMENT**

Empowering professionals to create opportunities that positively impact business and society.

### **INTRODUCTION**

The School of Business designs programs for professionals that provide a high-quality education with real-world relevance. Our degree programs offer undergraduate and graduate study within the framework of a liberal arts institution.

### **PROGRAM DELIVERY AND REGIONAL CAMPUSES**

Students receive a personalized schedule that lists the courses they need to complete their degree. The schedule is published for each student at the beginning of the program and is subject to change with written notification.

Our programs are offered at convenient locations throughout California, including corporate partnerships and alliances with California Community Colleges that allow on-site learning. In addition to our main campus in Redlands, courses are offered in Rancho Cucamonga, Riverside, Temecula, San Diego, Santa Ana, Burbank, and Marin. The centers provide the academic and administrative support that enables our students to complete their programs by attending class one time per week.

### **INFORMATIONAL MEETINGS**

The School of Business regularly schedules informational meetings for individuals and will schedule meetings for organizations upon request. At these meetings, a University representative presents information on programs offered, admission requirements, curriculum, degree-completion requirements, cost, and financial aid. Individual pre-admission counseling is encouraged.

## SCHOOL OF BUSINESS ADMISSIONS

### UNDERGRADUATE ADMISSION

The School of Business offers a Bachelor of Science in Business and a Bachelor of Science in Management.

All applicants must complete a formal application and include:

- Official transcripts from every college or university attended (in any country) since high school must be submitted. Only transcripts sent to the Registrar's Office or to Graduate and Professional Enrollment from the registrar of each institution attended will be accepted as official. No portion of a college record may be omitted from consideration of eligibility for transfer. Applicants must have all international coursework evaluated by International Education Research Foundation (IERF) and must request an official "detail report."
- Forty semester credits of accepted transfer and assessment credit are required for admission. Courses taken in the University of Redlands School of Business core program cannot be applied to the 40-credit minimum.
- A minimum grade point average of 2.00 (C) on a 4.0 scale is required in all college courses acceptable to the University of Redlands.

### GRADUATE ADMISSION

The School of Business offers master's degrees in business administration, organizational leadership and business analytics.

The School of Business perceives the educational process holistically, recognizing that individuals from a variety of backgrounds and experiences can benefit from a graduate business education. Students entering graduate study must demonstrate both the motivation and the capability to manage effectively.

A complete application will include:

- A completed application form, including essays
- Official transcripts reflecting undergraduate degree from a regionally accredited institution. Only transcripts sent to the Registrar's Office or to Graduate and Professional Enrollment from the registrar of each institution attended will be accepted as official. Applicants must have all international coursework evaluated by International Education Research Foundation (IERF) and must request an official "detail report."
- Current resume
- Other information may be supplied to support an application, such as GMAT or other test scores, life and work experiences, interviews, and letters of recommendation. Students who have recently completed an undergraduate degree in business or related field within the last seven (7) years with a reasonable cumulative GPA may be permitted to be admitted into the MBA program and enrolled in either the twenty-four month or eighteen-month curricular track.

### INTERNATIONAL APPLICANTS SUPPLEMENTAL DOCUMENTATION

International applicants are required to submit all documentation and information necessary to adequately assess their eligibility to be admitted to School of Business academic programs and the I-20 issuing process, including but not limited to:

- Official transcript reflecting an undergraduate degree from a regionally accredited institution. Only transcripts sent to the Registrar's Office or to Graduate and Professional Enrollment from the

registrar of each institution attended will be accepted. Applicants must have international coursework evaluated by International Research Foundation (IERF) and must request a “detailed report”.

- Certificate of finances, which is required by the federal government to ensure international applicants have sufficient resources to pay for school expenses.
- Scan of passport.
- International supplemental information requested on the online application.
- TOEFL requirement
  - Undergraduate International applicants whose primary language is not English must present a TOEFL score of 500 (or 173 for the computer-based test or 61 for the Internet-based test) or higher.
  - Graduate International students whose primary language is not English must present a TOEFL score of 550 (or 213 for the computer-based test or 80 for the Internet-based test) or higher.

#### APPEAL PROCEDURE TO THE ADMISSIONS REVIEW COMMITTEE

The School of Business recognizes that college work previously undertaken by adults in their earlier years may not reflect current abilities. To allow for a measure of flexibility, the School of Business has formed the Admissions Review Committee to consider petitions from students who do not meet admissions requirements, but believe they have compelling reasons for being granted an exception. Petitions are to be addressed to Graduate and Professional Enrollment.

After reviewing each petition, the Admissions Review Committee will make one of three recommendations:

1. The student will be admitted without further qualification;
2. The student will be admitted on provisional status for the first four courses;\*
3. The student will be denied admission.

The decision of the Admissions Review Committee is final.

\*This status requires that the student earn a cumulative GPA of 3.00 or better in the first four courses. After this requirement is met, the student is transferred automatically to regular admission status.

## SCHOOL OF BUSINESS ACADEMIC STANDARDS

Standards listed below provide additional information relevant to the School of Business. For policies that apply University-wide, please see "University Academic Standards" section of this Catalog.

### PUBLIC INFORMATION

The University of Redlands maintains student records in compliance with the Family Educational Rights and Privacy Act of 1974 (as amended) (FERPA), which assures students and parents of their right to privacy of information. The following is considered public information and may be released or published without the student's consent:

Student name; date and place of birth; major field of study; dates of attendance; degrees, honors, and awards received; most recent educational institution attended; campus address, telephone number, and student-assigned e-mail; home address and telephone number; participation in special academic programs; participation in recognized student activities; participation in officially recognized sports; class level, weight, and height of athletic team members.

Students who wish the above information withheld must sign a request within two weeks of their first registration and at the beginning of each academic year (July 1) thereafter. See "Academic Records" section of this Catalog for more information.

### UNDERGRADUATE ACADEMIC STANDING

#### SATISFACTORY ACADEMIC STANDING

A student who is making reasonable progress toward graduation (measured by completed credits toward graduation) and who is not subject to academic probation or academic disqualification (see below) is considered to be in good standing. A minimum cumulative GPA of 2.00 in all work taken at the University and in the major is necessary to graduate.

#### ACADEMIC WARNING

Students receive an academic warning if they receive grades below 2.0 in two consecutive courses even if their cumulative GPA is 2.00 or higher. Students placed on academic warning receive letters indicating this status but, because they are considered to be in good standing, this action is not reflected on transcripts.

#### ACADEMIC PROBATION

Academic probation indicates that a student's difficulties are serious and his or her continuation at the University is in question. A student is placed on academic probation when his/her cumulative or semester GPA falls below 2.00. Students have two consecutive courses to restore their cumulative GPA to the 2.00 required for continuing registration and for graduation.

#### ACADEMIC DISQUALIFICATION

Students are subject to academic disqualification if their cumulative GPA is not restored to 2.00 by the end of the second consecutive course following the academic probation action. Academic disqualification bars students from further study at the University of Redlands for a period of six months. Students who have begun a course prior to receiving notification of academic disqualification are permitted to complete that course.

#### RESTORATION TO SATISFACTORY ACADEMIC STANDING

Students are automatically restored to good standing if their cumulative and semester GPA are restored to 2.0 by the end of the second consecutive course following academic probation.

#### REINSTATEMENT FROM ACADEMIC DISQUALIFICATION

No sooner than six months after notification of academic disqualification, students may appeal to the Academic Review Board (ARB) for reinstatement.

Appeals of academic disqualification include the following documentation:

- a plan from the student analyzing his/her academic load, work commitments, and any other factors that might have contributed to poor performance, and what steps the student has taken and will take in the future to correct the situation;
- a letter of support from the student's Assistant Director of Student Success or Program Director indicating a plan for restoration to satisfactory academic standing;
- supporting documents from qualified professionals for students who have experienced medical difficulties or other unusual circumstances;
- for students who have spent time away from the University of Redlands since academic disqualification, official transcripts of work completed during that time must be forwarded to the ARB. Students may include letters of support from persons qualified to assess their ability to return to academic work.

For students who successfully appeal, the notation on their transcripts will be changed from academic disqualification to continued academic probation.

#### GRADUATE ACADEMIC STANDING

Please see "Graduate Academic Standing" section of this catalog, for information pertaining to graduate standing in all graduate programs.

#### ATTENDANCE

Students are expected to attend all scheduled meetings of the courses for which they are registered. Each professor has the right to establish regulations regarding attendance (e.g., the relation between attendance and the final grade). Students who miss the first two consecutive class meetings may be administratively dropped from the course by the professor. Professors will notify Student success of those students who miss the first two consecutive class meetings and have not communicated with their professor.

#### ADMINISTRATIVE DISMISSAL FOR NON-ATTENDANCE

Should a student drop or be dropped from two courses in sequence, or three courses within a twelve-month period of matriculation, the student may be administratively withdrawn from the program. The amount of the student's financial obligation for tuition and fees is determined using the last date the student attended class.

#### ADMINISTRATIVE DISMISSAL FOR FINANCIAL OBLIGATION

Students who fail to meet their financial obligations to the University will be dismissed and will be accountable for tuition and fees accrued through the dismissal date. Students dismissed for any reason must stop attending class as they are no longer registered.

## EXAMINATIONS

Faculty members may administer quizzes and examinations during a course but are expected to notify students of quizzes and examinations in the course syllabus. Students will not usually be permitted to make up missed final examinations; however, if absence from any announced examination is required because of an emergency (personal or work related), the examination may be made up if the instructor is provided with written verification of the emergency.

## INCOMPLETE GRADES (I)

See the Academic Standards section "Incomplete Grades (I)" section of this Catalog for more information regarding incomplete grades. For School of Business students, the deadline is established by the instructor, but the instructor must submit a grade change to the Registrar by the end of the eighth week following completion of the course. School of Business students cross-registered in the College of Arts and Sciences courses must meet the College of Arts and Sciences deadlines.

## CONCURRENT COURSEWORK

A matriculated School of Business student may take the regular course(s) in the student's schedule concurrently with one elective. If this limit is to be exceeded, the student must obtain approval.

## INDEPENDENT STUDY

In exceptional cases, independent study provides alternatives not available through regular course offerings or because of scheduling limitations. No more than 12 credits can be counted toward the degree.

Students desiring an independent study course must first consult with their Assistant Director of Student Success and complete a petition. Second, the Associate Dean must approve the independent study and assign the faculty member. Third, the student must work with the assigned faculty member to develop an independent study contract. The completed contract, which specifies course requirements (e.g., the number of meetings, readings, fieldwork, papers, and examinations), must be signed by the student and the faculty member. Fourth, the contract must be approved and signed by the Associate Dean prior to enrollment/ registration or beginning any work. These four steps must occur in the specified order. An independent study fee must be paid upon petition approval and prior to issuance of a contract. (See "Tuition, Fees, and Expenses" section of this Catalog.)

## TRANSFER CREDIT

### UNDERGRADUATE

A maximum of 66 lower-division semester credits may be transferred from regionally accredited, two- and four-year colleges. Grades of 2.0 (C) or higher are required. Of the 66 lower-division credits, a maximum of 24 may come through the College Level Examination Program (CLEP), DANTES, DSST, or any combination thereof. For students who have upper-division coursework from four-year colleges, transfer credits are accepted up to the total credits required for the degree minus the number of credits earned in the major program. Course waivers from the major program are allowed, up to the residency requirement of 32 credits. Additional work may be required at the discretion of the department or programs.

Students already admitted to the University of Redlands who wish to take courses at other institutions to complete their degree may only transfer work completed with a grade of 2.0 (C) or higher. All registration at the other institutions must be approved in advance of enrollment. After completion of the major program, a student may take up to 24 credits from other colleges or universities. If a student requires more than 24 credits to complete degree requirements, the balance of those credits must be

taken through the University of Redlands. Quality grade points (derived from number grading) are not awarded for transfer work, and credits for these courses are not calculated into the GPA. A student will not be granted credit for any prior transferable credit coursework that is not declared at admission or during the first term of attendance.

#### GRADUATE

Graduate students may transfer a maximum of 8 credits, grade 3.0 (B) required, from regionally accredited institutions to waive program requirements. Transfer credit acceptability is usually determined during the admissions process. Program requirements may be waived only where the course content equates with a University of Redlands course and when obsolescence is not a factor.

#### WITHDRAWAL OR LEAVE OF ABSENCE

A student who needs or desires to take a Withdrawal (WDL) or take a Leave of Absence (LOA) from the University of Redlands must schedule an appointment with their Assistant Director of Student Success and complete an exit interview. A WDL or LOA is considered official once the student submits a written request of their intent and the request has been completed and submitted to their Assistant Director of Student Success. The request will state the intentions of the student to discontinue the course(s) in which they are registered and the effective date the WDL or LOA will be implemented, which is then recorded by the Registrar's Office.

In order for a student to drop a course after the course has begun but prior to the last meeting of the course, the Registrar must be notified in writing. The request should include the last date of attendance. The withdrawal is effective the day after the last date of attendance. The student is responsible for obtaining refunds of tuition and/or charges, which are calculated according to the tuition refund schedule located in the appropriate Tuition and Fees selection of this Catalog. The student will receive a grade of "W" on their transcript.

The University may administratively withdraw students from courses or programs for non-attendance, final non-payment, or academic actions. The student is responsible for obtaining refunds of tuition and/or charges, which are calculated in accordance with the tuition refund schedule located in the appropriate Tuition and Fees section of this Catalog. The student will receive a grade of "W" on their transcript. If a student is dropped from two courses in a sequence, or three courses within a twelve-month period of matriculation, they may be administratively withdrawn from the program.

During a student's leave of absence, the University maintains all of their official records on an active basis. Students returning from a leave of absence of one year or less are not required to be formally readmitted. Students will be expected to fulfill the graduation requirements in effect at the date of their original matriculation. Students who do not return from a leave of absence within one year are withdrawn from the University. To return, they must be formally readmitted.

#### READMISSION FOR RETURNING STUDENTS

Students who have withdrawn and seek readmission must contact their Assistant Director of Student Success and submit a Readmission Application. A student's account must be current at the time of application or re-enrollment will be denied. Readmitted students must meet the graduation requirements in effect at the time of re-enrollment. Students seeking readmission to the University in a different degree program from their prior matriculation must meet the requirements of the program in which they plan to enroll. Students re-enrolling after withdrawal from the University will be charged the current tuition rates and fees based on the start date of new registration.



## SCHOOL OF BUSINESS ACADEMIC CALENDAR 2021-2022

### School of Business Fall 2020

August 2 to August 20	Registration opens for Fall 2021
August 20	Final day to add courses for Fall 2021
August 23 to October 15	Add Petition period for continuing students for classes not started
August 30	Classes begin/ Start of First 8 week period
October 8	Fall 2021 First 8 week period – Final day to Withdraw from class
September 27 to October 15	Second Entry Registration for Fall 2021 (New Starts Only)
October 24	End of First 8 week period
October 25	Classes begin/ Start of Second 8 week period
November 25 to November 26	Thanksgiving Break/ University Closed
November 29 to December 30	Registration opens for Spring 2022
December 3	Fall 2021 Second 8 week period – Final day to Withdraw from class
December 19	Last day of classes/ End of Second 8 week period
December 20 to January 3	Winter Break
December 24 to January 3	University Closed

### School of Business Spring 2022

December 30	Final day to add courses for Spring 2022
January 4 to February 25	Add Petition period for continuing students for classes not started
January 4	Classes begin/ Start of First 8 week period
February 18	Spring 2022 First 8 week period – Final day to Withdraw from class
February 7 to February 25	Second Entry Registration for Spring 2022 (New Starts Only)
March 6	End of First 8 week period
March 7	Classes begin/ Start of Second 8 week period
April 4 to April 22	Registration opens for Summer 2022
April 15 Spring 2022	Second 8 week period – Final day to Withdraw from class
April 22	Final day to add courses for Summer 2022
April 21-23	Commencement Weekend
May 1	Last day of classes/ End of Second 8 week period

### School of Business Summer 2022

April 25 to June 17	Add Petition period for continuing students for classes not started
May 2	Start of First 8 week period
May 30	Memorial Day Holiday/ University Closed
May 31 to June 17	Second Entry Registration for Summer 2022 (New Starts Only)
June 10	Summer 2022 First 8 week period – Final day to Withdraw from class
June 26	End of First 8 week period
June 27	Classes begin/ Start of Second 8 week period
July 4	Independence Day Holiday/ University Closed
August 4	Summer 2022 Second 8 week period– Final day to Withdraw from class
August 8 to August 26	Registration opens for Fall 2022
August 21	Last day of classes/ End of Second 8 week period
August 26	Final day to add courses for Fall 2022
August 22 to September 4	Summer Break

## SCHOOL OF BUSINESS STUDENT FINANCIAL SERVICES

### GENERAL INFORMATION

Every effort has been made to ensure the accuracy of this information at the time of publication. However, due to frequent changes in program regulations mandated by the U.S. Congress, Department of Education, and the State of California, the information contained herein is subject to change without notice.

Financial need is calculated as the difference between the cost of attending college and the expected family contribution. Financial aid is an award from a scholarship, grant, loan, or work opportunity that will assist in meeting this need.

### APPLICATION PROCEDURES AND DEADLINES

Students must complete the Free Application for Financial Aid (FAFSA)\* each year to receive financial aid. Undergraduate California residents who wish to apply for a Cal grant must complete the FAFSA\* and submit a GPA verification to the California Student Aid Commission (CSAC) by March 2 prior to the academic year of anticipated entrance.

\*May be submitted online at [fafsa.ed.gov](http://fafsa.ed.gov).

### FINANCIAL AID VOCABULARY

Acronyms and initials are frequently used in discussing financial aid; many appear in this publication. Familiarity with the following terms is helpful when investigating potential financial aid programs:

COA	Cost of Attendance
DL	Direct Lending
EFC	Expected Family Contribution
FAFSA	Free Application for Federal Student Aid
GPA	Grade Point Average
IRS	Internal Revenue Service
FSEOG	Federal Supplemental Educational Opportunity Grant
SAR	Student Aid Report

### ELIGIBILITY

To receive need-based financial aid, a student must meet each of the following conditions:

- The applicant must be a United States citizen, or eligible non-citizen.
- The applicant must have demonstrated financial need according to the current need analysis procedure.
- The applicant must be registered with the Selective Service if the applicant is a male, at least 18 years old, and not a current member of the active armed forces.
- The applicant must be fully admitted and making progress toward an eligible degree or certificate program.
- The applicant must certify non-participation in the unlawful manufacturing, dispensation, possession, or use of a controlled substance.

## OUTSIDE FUNDING SOURCES

### MILITARY AND VETERAN BENEFITS

The University of Redlands has been designated by the Veterans Administration as one of the qualified institutions veterans may attend and receive benefits under the following U.S. Codes:

- Chapter 30, Montgomery G.I. Bill® (MGIB)—Active Duty
- Chapter 31, Veterans and Vocational Training and Rehabilitation Act (VR&E) [Public Laws 894 and 97-815]
- Chapter 32, VEAP
- Chapter 33, Post 9-11 GI Bill® and Yellow Ribbon GI Education Enhancement Program
- Chapter 34, Vietnam Era Education Program
- Chapter 35, Dependents Educational Assistance Program (DEA)
- Chapter 1606, Montgomery GI Bill®—Select Reserve (MGIB-SR)
- Chapter 1607, Reserve Educational Assistance Program (REAP)

The University is approved as a Yellow Ribbon School with the U.S. Department of Veterans Affairs. For more information about VA benefit eligibility, contact the U.S. Department of Veterans Affairs at 1 (888) 442-4551 or visit [gibill.va.gov](http://gibill.va.gov).

The University is authorized for the use of Tuition Assistance for qualified Active Duty, Reservist, or National Guard members. Members should contact their units' educational office for more information on eligibility and applying for Tuition Assistance benefits.

For more information on utilizing military or veteran benefits, contact the University of Redlands Military and Veteran Services at (909)748-8478, [military@redlands.edu](mailto:military@redlands.edu), or visit [www.redlands.edu/military](http://www.redlands.edu/military).

## LOANS

### FEDERAL DIRECT SUBSIDIZED STUDENT LOAN (UNDERGRADUATE STUDENTS)

This long-term student loan is available from the Department of Education. No interest is charged to the student, nor is repayment required, while the borrower is enrolled at least half-time. The interest rate is published each year prior to July 1. Interest rates for all federal student loans can be found at [studentaid.gov](http://studentaid.gov). Borrowers are eligible for a six-month grace period once they drop below half-time enrollment, before repayment begins. Interest does not accrue during the six month grace period. Students are eligible for this loan if they demonstrate a financial need using standards established by the U.S. Department of Education.

Full-time and half-time undergraduate students are eligible to apply. Eligibility is determined through needs analysis, documented via the FAFSA form. Eligibility is limited to U.S. citizens and qualified non-citizens. Also, the student must be officially admitted and registered in a degree-seeking program before the loan can be certified.

Students with a demonstrated need can borrow what is needed, not to exceed a maximum subsidized amount of \$3,500 a year for freshmen, \$4,500 a year for sophomores, and \$5,500 a year for juniors and seniors. The aggregate loan limit for subsidized direct loans is \$23,000. Repayment of principal and interest begins six months after leaving school or if enrollment is less than half-time, with up to ten years using standard repayment. Students are not required to begin making payments until the 6-month

grace period ends; however, during the grace period, interest will accrue on subsidized and unsubsidized loans. If interest is not paid during the grace period, it will be capitalized. All loans are assessed a loan origination fee on the amount of the loan.

#### FEDERAL DIRECT UNSUBSIDIZED STUDENT LOAN

This long-term student loan is available from the Department of Education. The interest rate is published each year prior to July 1. Interest rates for all federal student loans can be found at [studentaid.gov](http://studentaid.gov). Full-time and halftime students are eligible to apply. This loan is available to students who do not demonstrate the financial need necessary to qualify for Federal Direct Subsidized Loans.

The same terms and conditions apply as to Subsidized Federal Direct Loans, except the borrower is responsible for the interest that accrues during deferment periods (including time in school). During deferment periods, a student can (1) Make payments toward principal and interest; (2) Pay the interest quarterly and defer the principal; (3) Defer the interest and principal until the student goes into repayment (interest will accrue and be capitalized to the loan when the student enters repayment).

Loan Limits. Yearly loan limits for a dependent undergraduate student are \$5,500 for a freshman, \$6,500 for a sophomore, and \$7,500 for a junior or senior in total Direct Loan funds. Yearly loan limits for independent students or students whose parents have been denied a PLUS Loan allow for an additional \$4,000 (freshmen and sophomores) or \$5,000 (juniors and seniors). The maximum aggregate loan amount for total direct loans is \$31,000 for a dependent undergraduate student and \$57,500 for an independent student, or those who have been denied a PLUS Loan. Eligible graduate or professional students may borrow up to \$20,500 per academic year. The maximum aggregate Direct Loan limit for a graduate or professional student is \$138,500.

\*See "Classification of Students" section of this catalog for definition of full and half time.

#### FEDERAL DIRECT PARENT PLUS LOAN FOR UNDERGRADUATE STUDENTS

This loan is available to creditworthy parents of undergraduate students, regardless of income. This loan program allows parents to borrow the difference between the cost of education and the financial assistance the student is scheduled to receive. Repayment is required to begin within 60 days after the last disbursement; however, borrowers can request a deferment by contacting their loan servicer while their student is enrolled at least half-time toward their baccalaureate degree. Interest rates for all federal student loans can be found at [studentaid.gov](http://studentaid.gov). The federal government deducts origination fees before the loan funds are disbursed to the University. The schedule of origination fees by disbursement date can be found at [studentaid.gov](http://studentaid.gov). The monthly minimum payment must be \$50 or an amount that will allow the loan to be paid in full in 10 years, whichever is more. Fees for this loan may be reviewed online at [www.redlands.edu/sfs/plus](http://www.redlands.edu/sfs/plus).

#### FEDERAL DIRECT GRAD PLUS LOAN

The Grad PLUS Loan (GPLUS) is available to creditworthy students enrolled at least halftime in a graduate or professional program. The loan program is not dependent on income and assets and allows students to borrow the difference between the cost of education and the financial assistance they are scheduled to receive. It is recommended that students maximize their Direct Loan eligibility before borrowing from the Grad PLUS. Interest rates for all federal student loans can be found at [studentaid.gov](http://studentaid.gov). Visit our website at [www.redlands.edu/dgradplus](http://www.redlands.edu/dgradplus) for more information.

## NEED-BASED GRANTS

### FEDERAL PELL GRANTS (UNDERGRADUATE STUDENTS)

The federal grant tables are published each year by the Federal Department of Education. Award amounts are dependent on a student's EFC, enrollment level, and the cost of attending University of Redlands. Eligibility is limited to a total of 12 semesters during the pursuit of a student's first baccalaureate degree.

### CAL GRANT A OR B (UNDERGRADUATE ONLY)

California resident students must apply directly to the California Student Aid Commission for the Cal Grant by filling out a FAFSA and a GPA verification form by March 2. Forms are available online at [www.csac.ca.gov](http://www.csac.ca.gov). Cal Grant eligibility is contingent on students and/or parents meeting income and asset requirements.

### FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANT (FSEOG) (UNDERGRADUATE STUDENTS)

This federal grant is intended to assist students who demonstrate a substantial financial need; it is administered by Student Financial Services. Grants can be awarded up to \$300 per academic year. A student must qualify for the maximum Pell Grant to receive a FSEOG.

### PAYMENT OF FINANCIAL AID AWARDS

All financial aid awards are credited directly to a student's account at the beginning of each term. If the amount of aid exceeds the costs billed to the account, a refund will be issued to the recipient of aid in accordance with federal financial aid regulations within fourteen days of when the credit occurs, unless written authorization from the borrower authorizing the credit to remain on the account is received by Student Financial Services.

### SATISFACTORY ACADEMIC PROGRESS

All students enrolled in undergraduate degree completion programs or graduate programs through the School of Business must meet the Satisfactory Academic Progress (SAP) set forth by the University of Redlands and the federal government.

Satisfactory academic progress is evaluated on the basis of the number of credits completed and approved degree requirements, as well as the students' cumulative grade point average (GPA). To receive financial aid at the University of Redlands and maintain satisfactory academic progress, students must meet the following minimum standards when progress is checked after each term.

### PACE

All students must maintain a completion percentage 67% or above for their active academic program.

### GPA

Undergraduate students—minimum cumulative GPA of 2.0.

Graduate students—minimum cumulative GPA of 3.0.

### TIME FRAME FOR COMPLETION

The maximum time frame for completion of a program is 150% of the actual program. As an example, the two-year undergraduate degree completion program must be completed in no more than three years. For students who attend less than full-time, the maximum time frame will be prorated accordingly, based on their attendance.

## REVIEW INTERVALS

Student Financial Services will review all students receiving financial aid for Satisfactory Academic Progress (SAP) after each term. Students who do not meet the above requirements during any SAP review will be placed on warning for one term. At the end of the warning term, SAP will be reviewed again. Students who are still not meeting the minimum standards will be placed on Financial Aid Suspension. If a student feels they have a reason to appeal for reinstatement, they can submit an appeal and if approved, will be placed on probation for one term.

## APPEAL PROCESS

Students placed on Financial Aid Suspension who wish to receive financial aid during their term of suspension must return the SAP appeal form along with all supporting documentation within the current payment period to the SAP Review Board in Student Financial Services.

## STUDENT RIGHTS AND RESPONSIBILITIES

The rights and responsibilities of all financial aid recipients as required by federal and state regulations are outlined below.

What students have the right to know:

- The deadlines for submitting an application for each of the available programs.
- How financial need was determined.
- How much of financial need has been met.
- What resources were considered in the calculation of need.
- What financial aid programs are available and their exact requirements.
- How eligibility for financial aid programs is determined, how decisions on eligibility are made, the basis for these decisions, and the procedures for appealing decisions if a student has been treated unfairly.
- What portion of financial aid is a loan, and what portion is a grant. If the aid is a loan, you have the right to know the total amount that must be repaid, the amount of each payment, the interest rate, the length of time to repay the loan, and when repayment is to begin.
- What it costs to attend the University of Redlands and what the University's refund policy requires.
- How the University determines satisfactory progress has been met, and what happens if it is not met.
- What happens if a student withdraws or drops out during the year.

Responsibilities of students:

- You should carefully read all information regarding programs at the University of Redlands
- You must complete all forms accurately and submit them on time to the correct agency or office.
- You should be careful and accurate in completing your application for student financial aid. Errors can result in long delays in your receipt of financial aid. Intentional misreporting of information on application forms for federal financial aid is a violation of law and is considered a criminal offense subject to penalties under the U.S. Criminal Code.
- You must be aware of and comply with the deadlines for application and reapplication for aid.
- You need to maintain good academic standing and make satisfactory progress.
- You are required to report to Student Financial Services if you drop below fulltime status.
- You must provide all additional documentation, verification, corrections, and/or new information requested by either Student Financial Services or by any agency to which you submitted an application.

- You have to update information concerning name change, address change, withdrawal, or graduation as they occur. Notify Student Financial Services or any agency that has awarded you funds.
- You must accept responsibility for reading, understanding, and keeping copies of all forms that you are asked to sign.
- You must comply with all applicable policies and regulations when you accept financial aid from any source.
- You should keep track of the total amount of your loans as you go through school so that you have accurate knowledge of the total amount you owe when it is time to begin repayment.
- If you have received a Federal Direct Student Loan or a Federal Direct Loan from Student Financial Services, you must complete an exit interview as required by federal law before graduating, transferring, or withdrawing from the University of Redlands.
- If you receive additional funds from any source, such as outside scholarships, before or after you receive financial aid from the University, you must report the source and value of the award to Student Financial Services. Receipt of additional funds frequently requires an adjustment to the existing financial aid award to avoid an “over-award” as defined by federal and state regulations.

#### FEDERAL REFUND POLICY

Students who drop a class, withdraw or take a leave of absence from the University during an academic term may receive prorated aid and tuition based on their federally required withdrawal calculation. The withdrawal calculation reevaluates aid eligibility at the time of withdrawal by accounting for “earned” versus “unearned” aid based on the amount of time that has elapsed during the term. There are three steps that the University of Redlands must complete to comply with the federal policy:

1. Determine the withdrawal date.
2. Determine the amount of earned federal aid.
3. Return unearned federal funds to the appropriate program(s).

The withdrawal date is the date the student gives official notification of his or her intent to withdraw. For the withdrawal to be considered official, the student must provide written notification to the School of Business. If the student fails to withdraw officially, the applicable date will become the midpoint of the term. In certain circumstances, if a last date of attendance in an academic activity is substantiated, this date can be used in lieu of the midpoint of the term or date of notification.

Students who withdraw before completing at least 60 percent of the term will “earn” funds in direct proportion to the time they were enrolled. The percentage of earned aid is determined by dividing the total number of calendar days enrolled by the total number of days in the term. Students who complete at least 60 percent of the term are eligible for 100 percent of their federal financial aid.

Unearned aid must be returned to the appropriate programs in accordance with the calculations schedule approved by the U.S. Secretary of Education. Refunds to specific Title IV programs will be made according to current regulations.

#### REPAYMENT POLICY

If a student withdraws completely or is disqualified, the student will be expected to repay the calculated refund using the federally mandated refund policy guidelines. Failure to repay funds could cause suspension from future participation in any federal financial aid programs.

#### ALLOCATION OF FEDERAL PORTION OF REFUNDS AFTER WITHDRAWAL

If a refund is available under federally mandated refund policy guidelines, students will not receive refunds until all funds representing financial aid awards have been returned to the respective financial aid programs as required by federal regulations. The federal portion of the refund will be allocated in the following order:

1. Federal Direct Student Loan
2. Federal Direct PLUS Loan (includes grad Direct PLUS)
3. Federal Pell Grant
4. Federal SEOG
5. Other Title IV Assistance

#### APPEAL PROCESS

Any student wishing to appeal a financial aid decision must do so in writing to the University of Redlands, Student Financial Services.

#### UNIFORM CRIME REPORTING

For information regarding compliance with federal regulations on uniform crime reporting, please refer to the Legal Statements section of this Catalog.

#### DRUG-RELATED CONVICTIONS AND STUDENT INELIGIBILITY

Title IV financial aid eligibility is suspended for students convicted of violating State or Federal drug possession or sale laws that occurred during a period of enrollment for which a student was receiving Title IV aid.

For drug possession convictions, eligibility is suspended:

- one year for the first offense,
- two years for the second offense, and
- indefinitely for the third offense.

For drug sale convictions, eligibility is suspended:

- two years for the first offense, and
- indefinitely for the second offense.

A student's Title IV financial aid eligibility may be resumed before the end of the ineligibility period if:

- the student satisfactorily completes a drug rehabilitation program which complies with criteria established by the Secretary of Education and such a program includes two unannounced drug tests; or
- the conviction is reversed, set aside, or otherwise removed from the student's record.

#### INFORMATION AND ASSISTANCE

For further information about financial aid or for assistance in completing any of the application forms, write: Student Financial Services, University of Redlands, P.O. Box 3080, Redlands, CA 92373-0999; or call Monday through Friday, 8:00 a.m. to 5:00 p.m., at (909) 748-8047 or contact them at [sfs@redlands.edu](mailto:sfs@redlands.edu).



## SCHOOL OF BUSINESS STUDENT TUITION AND FEES

The following schedules list the principal expenses and regulations concerning the payment of fees for the 2021-2022 academic year. Expenses are subject to change. When such changes are made, notice will be given as far in advance as possible.

Numbers in columns indicate dollar amounts.

### TUITION, PER CREDIT

B.S., Business	\$692
B.S., Management	692
M.B.A.	881
M.S., Business Analytics	881
M.S., Organizational Leadership	881
Certificate Programs	881
Electives for Business (undergraduate), per credit	692
Electives for Business (graduate), per credit	881

### AUDIT, *per credit*

Audited courses are billed at the current per-credit rate for the degree program in which the course resides.

### INDEPENDENT STUDY FEE \$275

The independent study fee must be prepaid and is non-refundable. Independent study courses are billed at the current per-credit rate for the degree program in which the course resides.

### INTERNATIONAL ADMISSIONS DEPOSIT \$350

Each international School of Business or School of Education student admitted to the University must pay a \$350 admissions deposit. For the student who enrolls and begins classes, the deposit will be credited towards the student's entering tuition. For students who do not enroll, the admissions deposit will be non-refundable.

### INTERNATIONAL STUDENTS

International Program fee\* \$300

\*One-time fee for incoming School of Business International Students.

### INTERNATIONAL PROGRAM HOUSING

University-approved housing rates will apply by housing selected.

### REPEAT COURSES, *per credit*

Repeated courses are billed at the student's per credit program rate, provided he/she is currently enrolled in his/her core program. All other courses will be billed at the current per-credit rate for the degree program in which the course resides.

### OTHER FEES

#### TEXTBOOKS

Students purchase textbooks at market price at the time of purchase.

STUDENT SERVICES FEE (*per course; non-refundable*) \$50

TRANSCRIPTS OF RECORDS (*each copy*) \$10

Transcripts are now requested online at: [www.getmytranscript.com](http://www.getmytranscript.com) for a fee that may include an additional vendor fee, per transcript for standard mail delivery option.

CROSS-REGISTRATION WITH ARTS AND SCIENCES

Full-time School of Business students may cross-register for one Arts and Sciences course per term as part of their degree program with the approval of their Assistant Director of Student Success, provided the course does not duplicate a School of Business offering. Classes must be at the intermediate or advanced level (courses numbered 300 through 499). Arts and Sciences add requests must be signed by the student's Assistant Director of Student Success and the Registrar. Part-time students are subject to the same regulations applicable to full-time students.

OTHER SPECIAL COSTS

LATE CHANGE OF PROGRAM PROCESSING FEE

During the semester \$40

After close of semester \$90

If granted permission by the Academic Review Board to change program after normal add or drop deadline.

DUPLICATE DIPLOMA FEE \$50

EXAMINATION FOR CREDIT IN LIEU OF COURSEWORK (*per credit*) \$295

Available only to full-time students who have not previously audited or attended the course.

MATRICULATION FEE (*non-refundable*) \$150

Encompasses costs incurred by the University for maintenance of students' permanent records.

PAYMENT POLICY

Tuition and fees are billed by term with payment due 30 days from the invoice date. All charges must be paid in full prior to the tuition due date. All remittances should be made payable to the University of Redlands.

Students with a past due balance on their University account are subject to dismissal from the University. The University will not release transcripts or a diploma until the past due balance is paid in full.

Students will not be permitted to preregister for the next term until the past due balance is paid in full.

If the University is required to use third-party collections (i.e., collection agency or attorney) to collect the student account balance due, any future registration may require payment in advance.

For information regarding student and parent loan programs, please refer to the appropriate category in the Student Financial Services section of this Catalog.

## POLICY ON REFUNDS

Refund policies at the University of Redlands are established in compliance with the 2008 amendments to the Higher Education Act of 1965. The University has adopted the federal refund policy guidelines as its institutional policy. Refund policies are subject to change at any time, according to federal and state regulations. When such changes are made, notice will be given as far in advance as possible. Refunds are based on the date of official withdrawal.

Students receiving federal Title IV financial aid funding may be eligible for a refund according to the federal refund guidelines. Federal regulations stipulate the allocation of refunds representing federal aid and the repayment requirements for students receiving cash disbursements of federal aid.

## OFFICIAL WITHDRAWAL OR LEAVE OF ABSENCE

A student who needs or desires to take a Withdrawal (WDL) or take a Leave of Absence (LOA) from the University of Redlands must schedule an appointment with their Assistant Director of Student Success and complete an exit interview. A WDL or LOA is considered official once the student submits a written request of their intent and the request has been completed and submitted to their Assistant Director of Student Success. The request will state the intentions of the student to discontinue the course(s) in which they are registered and the effective date the WDL or LOA will be implemented, which is then recorded by the Registrar's Office.

In order for a student to drop a course after the course has begun but prior to the last meeting of the course, the Registrar must be notified in writing. The request should include the last date of attendance. The withdrawal is effective the day after the last date of attendance. The student is responsible for obtaining refunds of tuition and/or charges, which are calculated according to the tuition refund schedule located in the appropriate Tuition and Fees selection of this Catalog. The student will receive a grade of "W" on their transcript.

The University may administratively withdraw students from courses or programs for non-attendance, final non-payment, or academic actions. The student is responsible for obtaining refunds of tuition and/or charges, which are calculated in accordance with the tuition refund schedule located in the appropriate Tuition and Fees section of this Catalog. The student will receive a grade of "W" on their transcript. If a student is dropped from two courses in a sequence, or three courses within a twelve-month period of matriculation, they may be administratively withdrawn from the program.

During a student's leave of absence, the University maintains all of their official records on an active basis. Students returning from a leave of absence of one year or less are not required to be formally readmitted. Students will be expected to fulfill the graduation requirements in effect at the date of their original matriculation. Students who do not return from a leave of absence within one year are withdrawn from the University. To return, they must be formally readmitted.

## DENIAL OF ADMISSION

Students who are denied admission to a program after beginning their coursework may immediately withdraw or continue the current course. Students will be liable for 100% of the course costs for all courses completed. Course costs include per-credit tuition, matriculation fees, and related course fees. Academic credit will be received for all completed courses. A withdrawal is considered official when written notice is provided to the Registrar's Office stating the student's intention to withdraw.

## SCHOOL OF BUSINESS GRADUATION REQUIREMENTS

### UNDERGRADUATE PROGRAMS

#### CATALOG REQUIREMENT

Students must complete the graduation requirements as stated in this Catalog for the year of admission. If a student is readmitted, the requirements prevailing at the time of readmission must be met. A student is not permitted to select graduation requirements from more than one catalog.

#### PREREQUISITE COURSES

For admission to a course that requires a prerequisite, a student must have satisfactorily completed a prerequisite course with a grade of 1.7 or higher.

#### QUANTITY AND QUALITY OF WORK

To graduate, students must complete all of the requirements of their degree programs and earn at least 120 credits of academic credit. Students must maintain a grade point average (GPA) of 2.00 or better in all work taken at the University of Redlands. Quality grade points (derived from numeric grading) are not awarded for transfer work or courses taken on a Credit/No Credit basis, and credits for these courses are not calculated in the GPA.

#### GRADUATION REQUIREMENTS

Students must fulfill five basic requirements before receiving a baccalaureate degree:

- Completion of 120 semester credits of study, of which at least 32 credits must be earned or certified at the University of Redlands.
- Completion of the major program to which the student was admitted. The specific requirements are outlined in this Catalog.
- Satisfaction of General Education requirements consisting of a minimum of 42 semester credits, as listed under general education requirements.
- A minimum cumulative GPA of 2.00 earned for all college-level work taken at the University of Redlands.
- Readmitted students must meet the graduation requirements in effect at the time of re-enrollment.

#### GENERAL EDUCATION REQUIREMENTS

While the School of Business major programs focus primarily on advanced work in business-related courses, the School believes that well-educated students also need experience in arts and humanities, behavioral and social sciences, mathematics and science, and writing and communication. General education requirements, therefore, constitute a significant portion of the degree and are intended to acquaint students with a variety of theoretical concepts and the diversity of methodologies employed in the pursuit of knowledge.

The degree comprises 120 credits divided into three areas: general education, the major, and electives. Each student must earn 42 semester credits of general education, distributed among four categories: Arts and Humanities (AH), Mathematics/Science (MS), Behavioral/Social Science (SS), and Writing and Communication (WC). Among the four categories, each has its own required number of credits. Six of these credits are the student's individual choice and may be taken from any of the categories. A minimum of 9 of these credits must be earned in upper-division courses. Students may apply a maximum of 4 Physical Education (PE) activity credits (not required) towards a School of Business undergraduate degree. No individual course can fulfill more than one category requirement.

Students, with the assistance of their Assistant Director of Student Success, are responsible for monitoring their progress toward fulfillment of the General Education requirements. The students bear the ultimate responsibility for monitoring academic progress and ensuring fulfillment of all degree requirements.

**Arts and Humanities (AH).** A minimum of 12 semester credits is required.

**Behavioral/Social Science (SS).** A minimum of 9 semester credits is required.

**Mathematics/Science (MS).** A minimum of 9 semester credits is required. Students are required to take at least one 3-credit college-level mathematics course. At least one (minimum 1-credit) natural science course (biology, chemistry, physics, geology, physical geography, astronomy, oceanography and physical anthropology) is required. Students may take one course in computer science or another science.

**Writing/Communication (WC).** A minimum of 6 semester credits is required. Students must take at least one course in English composition.

General Education requirements may be fulfilled by:

- transfer of appropriate and acceptable credit from other colleges or universities, including the University of Redlands College of Arts and Sciences and School of Continuing Studies; or
- successful completion of the appropriate Electives for Business courses; or
- successful evaluation of work through Registrar's Office Assessed Learning, including work certified through the American Council on Education, NSSRS or the University of Redlands; or
- successful completion of CLEP, DANTES, or DSST exams; or
- Advanced Placement.

#### BACHELOR OF SCIENCE IN BUSINESS

The following courses in the Bachelor of Science in Business schedule of instruction qualify as General Education courses and partially fulfill General Education graduation requirements.

#### Writing/Communication (WC)

-- BUSB 301 Critical Analysis: Written and Oral Communication (4)

#### Social Science (SS)

-- BUSB 230 Economics for Business (4)

-- BUSB 300 Ethical and Legal Environment of Business (4)

#### Mathematics/Science (MS)

-- BUSB 145 Mathematical Foundations for Business (4)

-- BUSB 232 Data Driven Decision-Making (4)

-- BUSB 260 Financial and Managerial Accounting (4)

-- BUSB 333 Business Information Systems (4)

## BACHELOR OF SCIENCE IN MANAGEMENT

The following courses in the Bachelor of Science in Management schedule of instruction qualify as General Education courses and partially fulfill General Education graduation requirements.

### Writing/Communication (WC)

-- BUSB 301 Critical Analysis: Written and Oral Communication (4)

### Social Science (SS)

-- BUSB 230 Economics for Business (4)

-- BUSB 300 Ethical and Legal Environment of Business (4)

### Arts and Humanities (AH)

-- BAMG 401 Critical Perspectives for Management (4)

### Mathematics/Science (MS)

-- BUSB 145 Mathematical Foundations for Business (4)

## GRADUATE PROGRAMS

Requirements vary among graduate programs. Students should consult the appropriate departmental listing in this Catalog for specific requirements. However, the following regulations pertain to graduate students in all programs at the University of Redlands.

## CREDIT OBSOLESCENCE

No course that has been completed more than six years before the date of graduation shall be counted toward a University of Redlands graduate degree.

## GRADUATION REQUIREMENTS

Students must fulfill three basic requirements before receiving a graduate degree:

- Completion of the program to which the student was admitted. The specific requirements are outlined in this Catalog.
- A minimum grade of 2.0 in all graduate courses and a minimum cumulative GPA of 3.0 earned for all graduate-level coursework taken at the University of Redlands.
- Readmitted students must meet the graduation requirements in effect at the time of re-enrollment.

## THE FOLLOWING APPLIES TO BOTH UNDERGRADUATE AND GRADUATE PROGRAMS:

### MINIMUM CREDIT AND CURRICULUM REQUIREMENTS

The minimum number of credits required varies according to the program. See individual listings for this information. Curricula for School of Business graduate degree programs may be subject to change each year.

## COMMENCEMENT

The School of Business enrolls students throughout the year and has students completing degree requirements at various points during the year. Students may commence in the academic year in which they complete their degree requirements if all degree requirements are completed by August 31 of the same year. An application to participate in commencement must be completed and postmarked by the current year's deadline.

Commencement is a voluntary ceremonious event for eligible students to recognize their academic accomplishments. Students may participate in commencement providing they meet the following eligibility requirements:

Undergraduate students may commence in the calendar year in which they complete their degree requirements provided they meet the following eligibility requirements:

- they are officially scheduled to complete all required core courses by August 31st of the same year (courses not scheduled must be planned in Self-Service (Student Planning) by application deadline.)
- have eight (8) or fewer non-core credits remaining
- have submitted a detailed plan to complete remaining non-core credits by August 31st
- have a minimum cumulative GPA of 2.0

Graduate students may commence in the calendar year in which they complete their degree program if the following criteria have been met:

- officially scheduled to complete all required courses by August 31st of the same year (courses not scheduled must be planned in Self-Service (Student Planning) by application deadline.)
- have a minimum cumulative GPA of 3.0

## SCHOOL OF BUSINESS AWARDS AND HONORS

### Gordon C. Atkins Memorial Scholarship Award

This award recognizes School of Business graduates for their academic achievement and program participation. It is given annually in memory of Dr. Atkins, who helped create the Alfred North Whitehead College.

### Walker Ethics Award

Recipients are students who demonstrate an understanding of the importance of ethics within organizations by submitting a written essay, research paper, or case study addressing an ethical problem, issue, or accomplishment within a particular organization.

### Banta Community Service Award

Recipients are students who demonstrate a commitment to their communities through philanthropic, volunteer, and/or service activities.

### Alice Mozley Endowed Business Scholarship Award

This award recognizes an outstanding undergraduate or graduate student enrolled in the School of Business.

### Williamina Davidson, Evelyn Reamer Matich '51 and Catherine Matich '49 Endowed Scholarship Award

This award recognizes an undergraduate or graduate student from Riverside or San Bernardino counties enrolled in the School of Business.

### Kathie J. Rawding Endowed Scholarship Award

Recipients are female undergraduate or graduate students of color enrolled in the School of Business who possess high potential for success, have demonstrated financial need, and are not receiving tuition remission from an employer.

### Rosanne O'Brien Endowed Business Study Abroad Scholarship Award

This award recognizes an undergraduate or graduate student enrolled in the School of Business, is in good academic standing, and is participating in a University-approved program.

### Thomas and Virginia Swann Endowed Business Scholarship Award

This award recognizes an undergraduate student enrolled in the School of Business, is in good academic standing, and has a demonstrated financial need as determined by the University's prevailing practices and policies. Preference is for students over the age of 35 at the time of award.

### Lee Steven Bertrand Military Recognition Award

This award recognizes active-duty and veteran students (including Reservists and National Guard) who demonstrate the qualities that characterized Lee Bertrand's life and work: determination, resilience, ethical integrity, intellectual rigor, and responsibility to family and community. This award is open to all undergraduate and graduate students enrolled in the School of Business who are currently serving in, or have served in, any branch of the U.S. Armed Forces.

### Whitehead Leadership Society

The purpose of the Whitehead Leadership Society (WLS) is to encourage leadership and academic excellence within the School of Business.



As facilitators of professional education and lifelong learning, individual members provide active service and support to the University community, foster an academic climate to enhance student achievement, focus on increasing productive student and faculty dialog, and honor the traditions of liberal education.

Students who have demonstrated leadership through service in the community, workplace, classroom, or through academic excellence may be nominated. All full-time and adjunct faculty are qualified to join the society.

#### High Distinction

Undergraduate honors are identified as High Distinction on the transcripts and diplomas of students who have maintained a GPA of 3.96 or higher. For undergraduate students to have their honors recognized in the printed program at commencement, all of their degree requirements must be met by March 1. There are no exceptions to this honors policy.

#### Delta Mu Delta

Delta Mu Delta is an international honor society that recognizes academic excellence in Baccalaureate, Master's, and Doctorate degree business programs at Accreditation Council for Business Schools and Programs-accredited schools. Outstanding School of Business undergraduate students in a baccalaureate degree program who have completed three quarters or more of the work required for the degree, with at least a cumulative grade point average of 3.5 and who are in the top 10 percent of their college class are considered for election to Delta Mu Delta. Outstanding graduate students in a master's degree program who have completed three quarters or more of the work required for the master's degree with at least a cumulative grade point average of 3.75 and who are in the top 10 percent of their college class are considered for election to Delta Mu Delta.

#### Banta Research Fellowships

Twice each academic year, the Banta Center for Ethical and Purposeful Leadership appoints up to three School of Business students to assist the faculty with research projects related to business ethics and corporate responsibility. Recipients receive tuition remission.

#### Banta Center for Ethical and Purposeful Leadership

The School of Business is home to the Banta Center for Ethical and Purposeful Leadership, originally endowed in 2006 by distinguished alumnus David Banta ('63). It promotes the examination and practice of ethical and purposeful leadership as the keynote of excellence in business and society through co-curricular lectures and seminars, as well as student awards and fellowships. Its faculty also oversee the development and evaluation of the School of Business' ethics curriculum, including the business ethics courses that are required in every degree program.

## SCHOOL OF BUSINESS PROGRAMS OF STUDY

### UNDERGRADUATE PROGRAMS

The School of Business faculty works continuously to improve its undergraduate degree programs in response to feedback from students, stakeholders, and business leaders concerning the current subject needs for high-quality business education. Curriculum can and does change over time in order to ensure business relevance and to offer innovative features that make the programs more valuable to students. Consult with admissions for the most up-to-date version of our programs.

### THE BACHELOR OF SCIENCE IN BUSINESS

The Bachelor of Science in Business is designed to enhance the knowledge and effectiveness of business professionals by linking their experiences with concepts from various business disciplines. Students learn how to apply business concepts in solving problems, synthesizing information as reflective practitioners, and integrating knowledge learned in real-world and classroom settings. The themes of ethics, communication, critical thinking, and organizing global knowledge from a cultural and geographic perspective are woven into the program and demonstrated in course projects. The program culminates in the development and presentation of a capstone paper. Assessments will be conducted at the onset and prior to completion of the program.

### LEARNING OUTCOMES

Learning outcomes for this program may be found at: <http://www.redlands.edu/bs-bsb/>

### REQUIREMENTS

The major program consists of fifteen required core courses totaling 60 semester credits. Course descriptions are found in the section of this Catalog titled Course Descriptions.

### CORE COURSES

15 courses/60 credits

- BUSB 300 Ethical and Legal Environment of Business (4)
- BUSB 301 Critical Analysis: Written and Oral Communication (4)
- BUSB 145 Mathematical Foundations for Business (4)
- BUSB 330 Managing and Leading Organizations (4)
- BUSB 230 Economics for Business (4)
- BUSB 333 Business Information Systems (4)
- BUSB 232 Data Driven Decision-Making (4)
- BUSB 340 Principles of Marketing (4)
- BUSB 260 Financial and Managerial Accounting (4)
- BUSB 342 International Business (4) or INTB 470, International Area Studies (4)
- BUSB 361 Financial Management (4)
- BUSB 370 Managing Quality and Operations (4)
- BUSB 433 GIS for Business (4)
- BUSB 481 Strategic Management (4)
- BUSB 485 Capstone: Analysis and Integration in Business and Management (4) or BUAD 495 Business Consultancy Capstone (4) or INTB 495 Global Business Consultancy Capstone (4) or INTB 470, International Area Studies (4)

## THE BACHELOR OF SCIENCE IN MANAGEMENT

The Bachelor of Science in Management offers students a well-rounded educational experience that focuses on the development of management and leadership skills. The program is of particular interest to those who need to complete their baccalaureate education to move up the organizational hierarchy and want to supplement their current skills with specific business functions (such as finance, budgeting, operations, information systems, etc.) with specialized knowledge of leadership and organizational behavior. The core of the Management program provides students with a conceptual foundation on managing and leading people and organizations; it also emphasizes demonstrable communication skills that help students evolve as managers and leaders in the future. Students have the opportunity to relate the classroom experience to their current jobs and apply their new knowledge. Assessments will be conducted at the onset and prior to completion of the program.

### LEARNING OUTCOMES

Learning outcomes for this program may be found at: [www.redlands.edu/study/schools-and-centers/business/](http://www.redlands.edu/study/schools-and-centers/business/).

### REQUIREMENTS

The major program consists of fifteen required core courses totaling 60 semester credits. Course descriptions are found in the section of this Catalog entitled Course Descriptions.

### CORE COURSES

15 courses/60 credits

- BUSB 300 Ethical and Legal Environment of Business (4)
- BUSB 230 Economics for Business (4)
- BUSB 301 Critical Analysis: Written and Oral Communication (4)
- BUSB 145 Mathematical Foundations for Business (4)
- BUSB 330 Managing and Leading Organizations (4)
- BUSB 232 Data Driven Decision-Making (4)
- BAMG 401 Critical Perspectives for Management (4)
- BAMG 356 Human Resources Management (4)
- BAMG 334 Understanding Informational Contexts (4)
- BAMG 365 Accounting and Finance for Managers (4)
- BAMG 430 Advanced Topics in Organizational Behavior and Human Resources Management (4)
- BUSB 342 International Business (4) or INTB 470, International Area Studies (4)
- BUSB 340 Principles of Marketing (4)
- BUSB 481 Strategic Management (4)
- BUSB 485 Capstone: Analysis and Integration in Business and Management (4) or BUAD 495 Business Consultancy Capstone (4) or INTB 495 Global Business Consultancy Capstone (4) or INTB 470, International Area Studies (4)

### ELECTIVES

The School of Business and the School of Continuing Studies offer electives designed to assist undergraduate students in accomplishing their academic goals. This is done by providing elective courses in general education and business that enhance and complement the core program, offer

academic depth and breadth in areas of interest, and enable students to earn academic credit toward degree completion. Weekend and evening courses are conveniently scheduled at regional campus locations throughout Southern California and on the main campus in Redlands. For further information please contact your Assistant Director of Student Success.

#### THE ASSESSMENT OF PRIOR AND EXPERIENTIAL LEARNING

School of Business undergraduate students have the opportunity to earn certified credit toward graduation requirements through assessed learning, which is the review of college-level learning acquired in some courses, as well as outside the environment of an academic institution.

Credits earned through the Registrar's Office Assessed Learning process may be used to meet General Education category requirements and general graduation requirements. A maximum of 30 credits may be certified through faculty assessment of prior and experiential learning, including assessed prior learning credits from other institutions. The services of the Registrar's Office Assessed Learning are available only to students in the School of Business undergraduate programs. Assessed Learning credits will be published on a student's academic transcript. However, the transferability of those credits is dependent upon the institution receiving them.

#### STUDY ABROAD PROGRAMS

Students may choose from a growing number of study abroad programs. INTB 470, International Area Studies, may include programs in Asia, Europe and other regions of the world. This course can replace BUSB 342 International Business, or BUSB 485 Capstone: Analysis and Integration in Business and Management or can serve as an elective course. These programs are tailored to the schedules of working adults, concentrating the travel portion of the course over two weeks.

#### GRADUATE PROGRAMS

The School of Business faculty works continuously to improve its graduate degree programs in response to feedback from students, stakeholders, and business leaders concerning the current subject needs for high-quality business education. Curriculum can and does change over time in order to ensure business relevance and to offer innovative features that make the programs more valuable to students. Consult with admissions for the most up-to-date version of our graduate programs.

#### THE MASTER OF BUSINESS ADMINISTRATION

The Master of Business Administration (MBA) provides a foundation in the core functions of business and the development of leadership and integrity, enhanced through a firm grounding in the University of Redlands' rich liberal arts tradition. Successful leaders need attributes drawn from a liberal education, especially the ability to think critically, communicate effectively, and work in teams. The Master of Business Administration program provides an academic balance through a combination of conceptual knowledge, critical thinking, and practical application in the fundamental disciplines of business and management.

The program begins with three foundational courses that fill the gaps in knowledge a student may have in the field of business. Students who have completed an undergraduate degree in business or related

field from a regionally accredited university within the last seven (7) years may be admitted to the MBA program following a holistic appraisal of their academic and professional backgrounds. They begin with four graduate level core courses to enhance their broad knowledge and skills in business in either the eighteen (18) month or ten (10) month curricular track. Students will continue learning by selecting a specialized area of study with four in-depth knowledge concentration courses and conclude with a strategy capstone course. The capstone course allows students to apply and synthesize knowledge from prior coursework in an intensive “real life” consultancy project or a simulated setting that involves management of a business in a changing and competitive market. With such experiential learning, students perfect their problem-solving, critical thinking, and decision-making skills and refine business communication and cultural competencies. Assessments will be conducted at the onset and prior to completion of the program.

The MBA is offered totally online, in a hybrid format, and in a classroom environment. The sessions include seminars, lectures, simulations, case analyses, and small group activities. Student interaction inside and outside of the classroom is key to a successful experience. Concentration courses in the classroom environment are delivered in a web-enhanced format that combines in-class sessions with online activities.

#### LEARNING OUTCOMES

Learning outcomes for this program may be found at: [www.redlands.edu/MBA-BSAD/learning-outcomes](http://www.redlands.edu/MBA-BSAD/learning-outcomes).

#### REQUIREMENTS

Business Foundation Knowledge, 3 courses/12 credits

- BUAD 658 Accounting and Finance for Managers (4)
- BUAD 631 Data Driven Decision-Making (4)
- BUAD 632 Introduction to Managerial Economics (4)

General Business Knowledge, 4 courses/16 credits

- MGMT 667 Business, Ethics, and Society (4)
- MGMT 631 Management and Organizational Behavior (4)
- BUAD 683 Information and Knowledge Management (4)
- MGMT 651 Analytics for Managerial Decision-Making (4)

Specialized Area In-Depth Knowledge, 4 courses/16 credits

Students choose a concentration, or complete the following:

Non-concentration General MBA Specialized Area Course Sequence

- INTB 655 Global Environment for Business (4)
- BUAD 660 Managerial Finance (4)
- MGMT 680 Marketing Management (4)
- MGMT 674 Human Resources Management (4)

Interdisciplinary Integrating Capstone, 1 course/4 credits

- BUAD 696 Strategy Capstone (4)

All MBA students are required to complete BUAD 696 Strategy Capstone (4). In addition, students may opt to choose BUAD 695 Business Consultancy Capstone (4), INTB 695 Global Business Consultancy Capstone (4) in lieu of BUAD 696 or INTB 670.

#### MBA CONCENTRATION

Students may add an optional concentration to their MBA degree. A concentration consists of four courses in a focused area. These specialized courses are substituted for selected core courses in the MBA program and do not add to the overall length of the program. Four areas of specialization are available: Marketing, Finance, Global Business, or Location Analytics.

#### MARKETING CONCENTRATION

Marketing has proven to be more and more a crucial functional area for businesses to succeed in today's competitive environment. The Marketing Concentration covers in-depth disciplinary knowledge, including concepts, theories, tools, and cases that are essential in pursuing career opportunities in marketing. Students approach the subject from both a theoretical as well as a practical perspective that will allow them to make strategic decisions.

The School of Business MBA's Marketing Concentration provides an alternative for students to substitute core MBA courses with offerings that focus on

- analyzing business problems from the marketing perspective
- exploring marketing concepts in the global marketplace
- applying marketing analytics to drive strategic decision making
- integrating marketing and other functional areas to provide orientation for organizations

#### Marketing Concentration Course Sequence

- MGMT 680 Marketing Management (4)
- INTB 694 Global Marketing (4)
- MGMT 683 Marketing Analytics (4)
- MGMT 693 Marketing Strategy (4)

#### FINANCE CONCENTRATION

Finance is a field with great potential for a rewarding career. The finance concentration curriculum provides training, knowledge, and tools in corporate finance and international financial management—skills essential to the success of nearly any organization.

A finance concentration allows a career-motivated MBA graduate to pursue a wide range of job opportunities in financial institutions and financial markets that demand in-depth financial knowledge. These career opportunities are available in commercial banks, investment banking firms, mutual fund companies, mortgage banking, life insurance companies, pension fund management, property and casualty insurance companies, credit rating agencies, and health insurance firms.

The School of Business MBA's Finance Concentration provides an alternative for students to substitute core MBA courses with offerings that focus on

- theories, models, and practical applications on the efficient and effective management of corporate finance to accomplish the objectives of the firm
- planning, raising, controlling, and administering of funds for the business
- operating characteristics of financial institutions of financial markets

- financial analysis and analytical techniques in evaluation managerial decisions vs. economic value-added and market value-added for the firm
- investment analysis, asset allocation strategies, and security selection decisions that effectively and efficiently manage investment risk and/or transfer risk
- corporate approaches to global financial markets and multinational financial management

#### Finance Concentration Course Sequence

- FINC 661 Financial Markets and Institutions (4)
- BUAD 660 Managerial Finance (4)
- INTB 693 Global Finance (4)
- FINC 662 Investment Theory and Analysis (4)

#### GLOBAL BUSINESS CONCENTRATION

Trends in the international economy have made it essential for businesses—both multinational and domestic—to be responsive to challenges and opportunities originating abroad. The focus of the Global Business Concentration is to prepare the student to analyze the reasons behind the movement of goods, services, labor, capital, technology, information, and production among nations and the implications of government and business policies on these flows.

The School of Business MBA's Global Business Concentration provides an alternative for students to add to their core MBA courses with offerings that focus on

- the global environment for businesses
- international operations
- global finance
- cross-cultural marketing
- global strategic business

#### Global Business Concentration Course Sequence

- INTB 655 Global Environment for Business (4)
- INTB 694 Global Marketing (4)
- INTB 693 Global Finance (4)
- INTB 690 Global Business Operations (4)

#### LOCATION ANALYTICS CONCENTRATION

The Location Analytics Concentration focuses on producing management professionals who can analyze and resolve complex business problems utilizing spatial information and analytics. This field is rapidly growing and has a world class industry cluster centered in Redlands, California. Students have the flexibility to develop their capabilities with locational and geographic approaches to analysis of business activities.

The School of Business MBA's Location Analytics Concentration provides students with the concepts and tools to manage and understand locational patterns and trends in order to

- manage geographic information
- apply locational knowledge for business decision making
- apply market segmentation and target marketing using GIS as a decision-making tool
- assess mapping patterns and spatial trends for entering international markets and global sourcing
- analyze and evaluate GIS opportunities related to mobile technologies, big data, social media, and locational analytics

- develop and contribute to leadership of effective strategic planning and management using geographic information and GIS
- utilize leading GIS technology tools and apply them as part of a team in developing a strategic plan for a local firm or government office

#### Location Analytics Course Sequence

- GISB 691 Introduction to Location Analytics and Marketing (4)
- GISB 692 Spatial Analysis of Global Business (4)
- GISB 694 Location Analytics and Decision Making (4)
- GISB 695 Managing and Leading the Contemporary Spatial Business (4)

#### STUDY ABROAD PROGRAMS FOR THE MBA

Students may choose from a growing number of study abroad programs. INTB 670 International Area Studies may include programs to Asia, Europe, and other regions of the world. These programs are tailored to the schedules of working adults, concentrating the travel portion of the course over a two-week period. INTB 670, International Area Studies, may substitute for BUAD 642, INTB 655, GISB 692, INTB 693, INTB 694, or BUAD 696.

#### THE MASTER OF SCIENCE IN BUSINESS ANALYTICS

The Master of Science in Business Analytics empowers students to combine disciplinary knowledge of business with quantitative reasoning and analytical skills to make informed decisions. Students learn to make ethical use of data to derive information and meaningful insights leading to actions that benefit both business and society. Graduates are business intelligence (BI) analysts and leaders who can design an enterprise-wide analytics strategy to solve organizational problems. Graduates will be effective liaisons between technical experts and organizational users of business analytics, so the value of fact- and data-driven decisions can be fully realized by the organization.

The program begins with four foundational courses that orient students to the contexts for analytics in contemporary businesses, along with an emphasis on data and its ethical use for decision-making. These foundational courses are followed by four analytics courses that provide in-depth overview of descriptive, predictive, and prescriptive analytics. In this core part of the program, a variety of analytics use cases are showcased and students are exposed to industry-leading analytics software. An elective course provides an opportunity to students to build on their knowledge of analytics in specialized areas such as location analytics and marketing analytics or round out their knowledge of business. The program ends with an integrative Capstone that provides a culminating real-world analytics project experience in an organization.

The MSBA is offered in an online hybrid format and in a classroom environment. The classroom sessions include seminars, lectures, simulations, case analyses, and small group activities. Student interaction inside and outside of the classroom is key to a successful experience.

#### LEARNING OUTCOMES

Learning outcomes for the program may be found at: [www.redlands.edu/msba](http://www.redlands.edu/msba).



## REQUIREMENTS

The major program consists of ten courses totaling 36 semester credits. Course descriptions are found in the section of this Catalog titled Course Descriptions.

Foundation Courses, 4 courses/12 credits:

- BUAN 600 MSBA Program Orientation (0)
- BUAN 610 Data Ethics for Business (4)
- BUAN 615 Competing with Analytics (4)
- BUAN 620 Data Science Foundations (4)

Analytics Courses, 4 courses/16 credits:

- BUAN 630 Data Visualization and Storytelling (4)
- BUAN 631 Data Driven Decision-Making (4)
- BUAN 651 Prescriptive Analytics for Managerial Decision-Making (4)
- BUAN 640 Data Mining for Predictive Analytics (4)

Elective Courses, 1 course/4 credits: (Select One)

- BUAN 691 Introduction to Location Analytics & Marketing (4)
- BUAN 694 Location Analytics and Decision-Making (4)
- BUAN 683 Marketing Analytics (4)
- BUAN 660 Managerial Finance (4)
- BUAD 658 Accounting and Finance for Managers (4)
- MGMT 680 Marketing Management (4)
- INTB 655 Global Environment for Business (4)
- MGMT 631 Management and Organizational Behavior (4)

Capstone, 1 course/4 credits:

- BUAN 695 Analytics Capstone (4)

## THE MASTER OF SCIENCE IN ORGANIZATIONAL LEADERSHIP

### Developing 21<sup>st</sup> Century Purposeful Leaders

The Master of Science in Organizational Leadership (MSOL) is designed to address the needs and challenges of 21st century organizational leaders. Today's organizations have multifaceted and immersive relationships with employees, customers, suppliers, and communities. Consequently, there is a need to develop leaders with critical 21st century business skills and with the ability to lead purposefully at the individual, group, organizational, and societal levels. Within this context, a successful leader must improve the bottom line, while responding to the needs and values of stakeholders.

The program advances leaders who will be able to:

- Integrate organizational behavior and leadership theory to effectively address issues related to talent management.
  - Example: Develop proficiency in building a culture of trust and managing performance of diverse groups.

- Utilize principles, theories, and methods of leadership and management to address issues related to organizational effectiveness.
  - Example: Learn the keys to successful change management and the use of data for better decision-making.
- Master written, oral, and analytical expression to communicate effectively.
  - Example: Learn to apply strategic and persuasive communication practices to solve organizational problems.
- Assess, practice, and apply managerial and leadership skills to positively impact an organization and society.
  - Example: Become a purposeful leader who has a sustained positive impact on the organization and society.
- Integrate ethical concepts, principles, and theories in management.
  - Example: Learn the role of ethical behavior as a cornerstone to leadership effectiveness and societal contribution.

The program begins with an immersive assessment of 21<sup>st</sup> Century Leadership Skills. This one-credit course (MGMT 633, Assessment of 21<sup>st</sup> Century Leadership Skills) is taken at the beginning of the program concurrently with another course and serves as an opportunity for students to be self-reflective regarding their current leadership skills in advance of the transformation ahead. Students then progress through leadership and management courses exploring the self, the team, the organization, and society. At the end of the program students complete a one-credit course (MGMT 639, Reflection on 21<sup>st</sup> Century Leadership Skills) to determine what skills they have developed or strengthened and in what areas they may need further development. They also create a plan to continue their growth as leaders after completion of the MSOL.

#### LEARNING OUTCOMES

Learning outcomes for this program may be found at: [www.redlands.edu/msol](http://www.redlands.edu/msol).

#### REQUIREMENTS

The major program consists of nine required courses totaling 30-semester credits. Course descriptions are found in the section of the Catalog titled Course Descriptions.

9 courses/ 30 credits

- MGMT 633 Assessment of 21<sup>st</sup> Century Leadership Skills (1)
- MGMT 634 Leading Individuals and Teams (4)
- MGMT 635 Analytics for Managers (4)
- MGMT 636 Leadership Communication (4)
- MGMT 637 Strategic Leadership and Management of Change (4)
- MGMT 638 Purposeful Leadership (4)
- MGMT 667 Business Ethics & Society (4)
- MGMT 674 Human Resources Management (4)
- MGMT 639 Reflection on 21<sup>st</sup> Century Leadership Skills (1)

#### NUMBERING SYSTEM

0–99	Freshman level (not counted toward degree credit)
100–199	Freshman level (included in degree grade point ratio)
200–299	Sophomore level
300–399	Junior level
400–499	Senior level
500–599	Continuing education courses not otherwise offered at undergraduate or graduate levels
600–699	Graduate level

#### COURSE FREQUENCY

Major program courses are offered in sequence at times indicated in the schedule. A schedule is published for each student at the beginning of the program and is subject to change with written notification.

#### DEFINITION OF ACADEMIC CREDIT

One semester credit is awarded for the amount of work an average student would accomplish in a minimum of 40 hours (undergraduate) and 45 hours (graduate), including the hours spent in the laboratory or classroom.

## SCHOOL OF BUSINESS COURSE DESCRIPTIONS

### MANAGEMENT (BAMG)

#### 334 Understanding Informational Contexts. (4).

Introduction to using information systems to create contexts for effective business environments. Examines how to effectively use and produce information to build dynamic organizational cultures that support creative individuals and teams.

#### 356 Human Resources Management. (4).

Study of the theory and practice of the human resource/personnel function in organizations, including labor relations. Current issues in Human Resources Management will be addressed.

#### 365 Accounting and Finance for Managers. (4).

Focuses on the role of financial and accounting information in managerial decision-making. This course explores how managers access capital, manage resources, budget operations, and report economic events.

#### 401 Critical Perspectives for Management. (4).

Develops advanced critical analysis skills in writing, reading, and oral presentation through considering aspects of leadership in management in its various dimensions and within diverse theoretical and disciplinary frameworks.

Prerequisite: BUSB 301.

#### 430 Advanced Topics in Organizational Behavior and Human Resources Management. (4).

In-depth study of advanced topics in human resources management and organizational behavior that includes a review of the literature, a deeper understanding of theoretical foundations, and applications to real organizational issues.

Prerequisites: BUSB 330, BAMG 356, and BAMG 401.

### BUSINESS ADMINISTRATION (BUAD)

#### 301 Small Business Management. (3).

Considerations for those involved in small business. Analysis of location, legal problems, staffing, financing, marketing, and other topics.

#### 348 Electronic Commerce and Internet Marketing. (3).

Discussion of electronic commerce, including its components, structure, and technology, as well as the application of marketing concepts to e-commerce.

#### 393 Principles of Personal and Family Finance. (2–3).

Emphasis on principles of finance and financial planning underlying personal and family finance. Topics include budgeting, installment buying, savings, investments, borrowing, pensions, wills, estates, insurance, home ownership, banking, taxes, and buying on credit.

#### 475 Practical Training and Internship. (0–4).

Helps students learn skills and knowledge that will have positive impact on their careers. It provides students with valuable opportunities, including the opportunity to observe and apply concepts learned in

the classroom as well as the chance to “test drive” companies, industries, functions, or careers that interest them.

Credit/no credit only.

Course may be repeated for degree credit, up to 24 credits maximum.

#### 495 Business Consultancy Capstone. (4).

Integrating prior coursework within the context of strategy formulation and implementation, student teams conduct a “live” consulting engagement with a domestic organization. Students develop the parameters of the engagement and apply appropriate theoretical knowledge in a practical setting to prepare and present a project report. May substitute for BUSB 485.

Prerequisite: BUSB 481.

#### 631 Data Driven Decision-Making. (4).

The course focuses on descriptive and predictive analytics for decision-making from a variety of business disciplinary perspectives. Important elements include identification of data driven decision-making contexts in business, ascertaining data needs, analyzing data, interpreting and communicating results, and ultimately the value proposition of analytics. Not open to students who earned a 3.0 or higher GPA for BUAD 648.

#### 632 Introduction to Managerial Economics. (4).

Examination of economic concepts essential for managerial decision-making. Focus on applying macroeconomic fundamentals and microeconomics analysis to a wide array of business problems. Not open to students who earned a 2.0 or higher GPA for BUAD 644.

#### 658 Accounting and Finance for Managers. (4).

Focuses on the role of accounting and finance in managerial decision-making. This course explores how managers access capital, invest in resources, budget operations, and report economics events. Not open to students who have completed BUAD 660.

#### 660 Managerial Finance. (4).

An overview of financial management tools used in analyzing and developing strategies for making business decisions. Topics include: time value of money, bond and stock valuation, risk and return, capital budgeting, capital structure and dividend policy, working capital management, options, and their applications in corporate finance.

#### 675 Advanced Practical Training and Internship. (0–4).

Helps students learn skills and knowledge that will have positive impact on their careers. It provides students with valuable opportunities, including the opportunity to observe and apply concepts learned in the classroom as well as the chance to “test drive” companies, industries, functions, or careers that interest them.

Credit/no credit only.

Course may be repeated for degree credit, up to 24 credits maximum.

#### 683 Information and Knowledge Management. (4).

Survey of information systems principles emphasizing the strategic role of information systems in business, and global and interactive aspects of information systems. Not open to students who have received credit for MGMT 691.

695 Business Consultancy Capstone. (4).

Integrating prior coursework within the context of strategy formulation and implementation, student teams conduct a “live” consulting engagement with a domestic organization. Students develop the parameters of the engagement and apply appropriate theoretical knowledge in a practical setting to prepare and present a project report. May substitute for MGMT 697, FINC 664, INTB 692W, ISYS 683W, GISB 693W, MGMT 694W, MGMT 695, or BUAD 696.

696 Strategy Capstone. (4).

Integrating knowledge and skills from prior coursework to analyze and solve business problems from strategic and functional perspectives. Students work in an experimental and adaptive learning environment of dynamic simulation to experience the complexity of business decision-making. The simulative decision-making focuses on teamwork and critical thinking in collaborative development and execution of strategic plans.

Prerequisites: This course may be substituted by the study-abroad programs in INTB 670.

#### BUSINESS ANALYTICS (BUAN)

600 MSBA Program Orientation. (0).

Introduces students to the MSBA curriculum and the approach to graduate academic engagement offered at the University of Redlands School of Business and its unique learning community. Prerequisite for all other MSBA courses.

Credit/no credit only.

610 Data Ethics for Business. (4).

Evaluates the ethical, social, and legal ramifications of the choices we make at different stages of data analysis and information privacy, and the impact of those choices on managerial decision-making.

Prerequisite: BUAN 600.

615 Competing with Analytics. (4).

This course examines organizational contexts for business analytics. Focus is on creating competitive advantage across business functions such as marketing, operations, finance, human resources, R&D, and supply chain through strategic use of analytics.

Prerequisite: BUAN 600.

620 Data Science Foundations. (4).

Fundamental concepts of database management systems, big data and data warehousing. Provides a realistic context for students to learn how organizational data is prepared, cleansed, stored and used for business analytics.

Prerequisites: BUAN 600 and BUAN 615.

630 Data Visualization & Storytelling. (4).

Evaluates the role of descriptive analytics, both statistical measures and visualization, in delivering organizational value to decision-making contexts. Includes use of spatio-temporal data for “story-telling” and the effective communication of results to organizational decision-makers.

Prerequisites: BUAN 615 and BUAN 620.

631 Data-Driven Decision-Making. (4).

Course focuses on descriptive and predictive analytics for decision-making from a variety of business disciplinary perspectives. Important elements include identification of data-driven decision-making contexts in business, ascertaining data needs, analyzing data, interpreting and communicating results, and ultimately the value proposition of analytics.

Prerequisites: BUAN 615 and BUAN 620.

640 Data Mining for Predictive Analytics. (4).

Provides an overview of data mining concepts, process, and popular methods in the context of business. Supervised and unsupervised methods are covered using large, real-life business datasets, with statistical modeling and machine learning support provided by programming. Spatial data mining, privacy issues and pitfalls of data mining are also discussed.

Prerequisites: BUAN 615, BUAN 620, and BUAN 631 (or BUAD 631).

651 Prescriptive Analytics for Managerial Decision-Making. (4).

Provides an understanding of the role analytics plays in decision-making process. Topics include quantitative methods of managerial decision-making, including linear programming, network models, transportation, assignment, transshipment, project management (PERT/CPM), inventory management, simulation, decision theory, forecasting, and supply chain management.

Prerequisite: BUAN 615.

660 Managerial Finance. (4).

An overview of financial management tools used in analyzing and developing strategies for making business decisions. Topics include time value of money, bond and stock valuation, risk and return, capital budgeting, capital structure and dividend policy, working capital management, options, and their applications in corporate finance.

Prerequisite: BUAN 631 (or BUAD 631).

683 Marketing Analytics. (4).

Examination of the strategic planning process, with emphasis on resource allocation decision driven by marketing analytics. Focus on the use of quantitative and data analysis tools to define optimal marketing mix, perform effective analysis of customers and digital marketing campaigns, as well as integrate spatial thinking in decision making.

Prerequisite: BUAN 631 (or BUAD 631).

691 Introduction to Location Analytics and Marketing. (4).

Introduction to the fundamentals of location analytics including location value and spatial maturity growth across business functions. Moving from fundamentals, the course focuses on marketing applications of GIS and location analytics to enhance customer value by understanding, examining, and predicting the needs and preferences of modern customers.

Prerequisite: BUAN 631 (or BUAD 631).

694 Location Analytics and Decision Making. (4).

Focus on decision-making spanning various stages of location value chain in businesses employing GIS and location analytics. Emphasis on illustrations of location analytics project planning, development, and implementation in businesses. Topics include spatial decision support, location analytics to examine big data, social media, mobile technologies, and their spatial components.

Prerequisite: BUAN 631 (or BUAD 631).

695 Analytics Capstone. (4).

Culmination of the MSBA program with focus on an applied analytics project. Using knowledge gained throughout the program, students work on a real-world project that requires strategic deployment of analytics. Emphasis on improving decision-making and communicating the value generated by analytics. Prerequisites: BUAN 600, BUAN 615, BUAN 620, BUAN 630, BUAN 631 (or BUAD 631), BUAN 640, and BUAN 695.

BUSINESS (BUSB)

095 Mathematical Fundamentals for Business. (0).

The course includes the study of the basic laws of numbers, fractions, exponents, graphing, and radicals, as well as gaining an understanding of a variety of expressions and equations, including equalities, inequalities, polynomials, and quadratics. The development of solving of word problems will be studied extensively.

Credit/no credit only.

145 Mathematical Foundations for Business. (4).

Introduction of mathematical foundations with applications for decision-making in business, economics, finance, business statistics, and operations management. Focus is on mathematical concepts, including functions and their graphs, systems of equations and inequalities, linear programming, mathematics of finance, and basic probability and statistics.

Prerequisite: successful completion of the Math Readiness Evaluation or ALEKS PPL (Placement, Preparation, and Learning Assessment).

230 Economics for Business. (4).

Introductory study of macroeconomics and microeconomics. Microeconomics studies decision-making by individual firms and consumers in regard to the allocation of scarce resources, supply and demand basics, and optimum output determination. Macroeconomics includes coverage of the national and global economy, the impact of economic aggregates, and government action.

232 Data Driven Decision-Making. (4).

Introduction to basic statistical concepts, including measures of central tendency and dispersion, frequency distributions, probability distributions, sampling distributions, and estimation. Also, application in statistical inference, one- and two-sample hypothesis testing, chi-square, analysis of variance, and multiple regression models.

Co-requisite: BUSB 145 or equivalent.

260 Financial and Managerial Accounting. (4).

Examines accounting information as an economic decision-making tool. This course presents the concepts, policies, and procedures that govern accounting information systems. Students use that understanding to improve resource allocation by managers, owners, and creditors of an organization.

Prerequisite: BUSB 145 or equivalent.

300 Ethical and Legal Environment of Business. (4).

Examination of moral and legal business issues in domestic and international contexts with emphasis on contemporary problems.



301 Critical Analysis: Written and Oral Communication. (4).

Deepens students' analytical skills in written and oral communication. Focus on purpose, depth, organization, research, style, and effectiveness. Special attention is paid to contemporary business contexts, as well as historical perspectives.

330 Managing and Leading Organizations. (4).

Overview of organizational behavior and theory. Focus is on the behavior of individuals and groups within organizations. The study of organizational decision-making, organizational design, culture, leadership, power and politics, and management of change. Ethics, diversity, and globalization are integrated throughout the course.

Prerequisite: BUSB 301 or equivalent.

333 Business Information Systems. (4).

Introductory organizational and managerial overview of information systems. Assessing and constructing data and information for decision-making, designing interactive and spatial information systems, and assessing their ethical implications. Communicating effectively in a systems development environment.

340 Principles of Marketing. (4).

Introduction to the concept of marketing and marketing principles. Focus on creating value for customers. Develops an understanding of the four elements of the marketing mix (product, price, promotion, and place/distribution) with application to product, service, profit, and not-for-profit enterprises in local, national, and international environments.

Prerequisite: BUSB 301 or equivalent.

342 International Business. (4).

Examination of developments within international markets and the effects of the activities of business enterprises. Students study the effects of increasing international linkages on the role and conduct of domestic and international business functions. This course may be substituted by the study-abroad programs in INTB 470.

Prerequisite: BUSB 301 or equivalent.

361 Financial Management. (4).

Principles of financial planning, control, and analysis of the firm and the role of the financial manager within the firm.

Prerequisites: BUSB 145 or equivalent.

Co-requisite: BUSB 260 or equivalent.

370 Managing Quality and Operations. (4).

Operations management issues and techniques to analyze problems for organizations that provide services and manufacturing products. Strategic issues and practical applications include productivity, competitiveness, supply chain management, decision-making, quality management, process selection, linear programming, transportation models, forecasting, inventory management, enterprise resource planning, project management, and simulation.

Prerequisites: BUSB 145 and BUSB 232 or equivalent.

433 GIS for Business. (4).

Overview of GIS and spatial analysis applied to organizations. Focus is on geographic information, location-based decision-making, spatial data, investment in and value of GIS, ethical aspects, and GIS strategies. Students learn through case studies and lab practice with spatial data.

Prerequisite: BUSB 333 or equivalent.

481 Strategic Management. (4).

Develops analytical tools critical to assessing environments, opportunities, and threats needed to build and sustain long-term competitive advantage. Addresses knowledge, skills, and approaches necessary to generate, evaluate, and implement strategic alternatives. Emphasizes interrelationships of various organizational functions.

Prerequisites: In the BS Management program: BUSB 330, BAMG 334, BUSB 340, and BAMG 365 or their equivalents. In the BS Business program: BUSB 330, BUSB 333, BUSB 340, and BUSB 361, or their equivalents.

Co-requisite: BUSB 342 or equivalent.

485 Capstone: Analysis and Integration in Business and Management. (4).

Focuses on integrating knowledge and skills acquired during the program and applying them to an organizational analysis. Students develop and present a capstone paper that utilizes artifacts created in earlier courses, synthesizes principles and theories from a broad arena of learning, and demonstrates effective skills of critical inquiry. This course may be substituted by the study-abroad programs in INTB 470.

Prerequisites: BUSB 340 or equivalent and BUSB 342 or equivalent.

Co-requisite: BUSB 481 or equivalent.

ENGLISH (ENGB)

102 Composition II: Critical Analysis. (3).

Methods, strategies, and contexts for developing clear and effective analytical writing. Special attention paid to taking a position, argument development, use of evidence, organization, and style. Not open to students who have received credit for ENGW 201.

125 Business and Professional Speaking. (3).

Theory and practice relevant to a variety of business and professional speaking situations. Topics include listening, audience analysis, research, organization, style, and delivery.

323 Reading Film. (3).

Study of the dynamics, theory, and structures of film, exploration of film genres, and analysis of films from various genres, historical periods, and cultures. Prior completion of BUSB 301 is recommended.

326 Contemporary Literary Contexts. (3).

Study of theories and techniques of critical literary analysis with application to texts from various genres, historical periods, and cultures. Prior completion of BUSB 301 is recommended.

351 Writing and Work. (3).

Advanced course focusing on diverse forms of writing in the workplace, including but not limited to reports, proposals, evaluations, and persuasive documents. Special attention paid to collaborative writing settings, presentation strategies, and web design principles.

360 Topics in Literature and Film. (1–3).

Selected intermediate topics in literature and/ or film chosen to reflect student interest and instructor availability. May be repeated for degree credit for a maximum of 6 credits, given a different topic.

447 Business, Literature, and Film. (3).

Examination of representations of business, commerce, and related themes in literature and film from various genres, periods, and cultures.

449 Literature, Globalism, and Enterprise. (3).

Study of literature from various genres, periods, and cultures through the twin lenses of globalism and enterprise. Themes may include cultural and economic hegemony; multinational business; post-colonialism; evolving representations of markets, exchange, and power; regionalism; authority and voice; etc.

#### FINANCE (FINC)

661 Financial Markets and Institutions. (4).

Analysis of the role of money/capital markets and financial institutions in the allocation of capital in the economy. Depository and non-depository financial institutions are examined with special attention to the evolution and regulation of such institutions.

662 Investment Theory and Analysis. (4).

Examination of theoretical framework for investments and portfolio analysis. Focuses on development of investment objectives and evaluation of risk-return trade-off leading up to optimal portfolio selection and management.

#### GEOGRAPHIC INFORMATION SYSTEMS (GISB)

410 The Urban Community: A Spatial Approach. (3).

Study of the urban community, including the topics of city dynamics, metropolitan concepts, neighborhoods, migration, race, ethnicity, gender, poverty, industrial location, edge cities, environment, and urban planning. Spatial analysis is introduced to better understand the city. Several GIS labs on urban processes are included.

Prerequisite: BUSB 333 or introductory-level course in Information Systems.

691 Introduction to Location Analytics and Marketing. (4).

Introduction to the fundamentals of location analytics including location value and spatial maturity growth across business functions. Moving from fundamentals, the course focuses on marketing applications of GIS and location analytics to enhance customer value by understanding, examining, and predicting the needs and preferences of modern customers.

692 Spatial Analysis of Global Business. (4).

Analysis of location aspects of global business and value chains in the context of a complex, international environment. Emphasis is on employing GIS for spatial analysis of country characteristics to gain important insights to global production and sales decisions, as businesses increasingly focus on international markets.

694 Location Analytics and Decision Making. (4)

Focus on decision-making spanning various stages of location value chain in businesses employing GIS and location analytics. Emphasis on illustrations of location analytics project planning, development, and implementation in businesses. Topics include spatial decision support, location analytics to examine big data, social media, mobile technologies, and their spatial components.

695 Managing and Leading the Contemporary Spatial Business. (4).

Culmination of Location Analytics concentration with focus on management and leadership aspects of contemporary spatial business enterprise. Emphasis on application of management principles for spatial transformation, development, prototyping of spatial strategies for competitive advantage spanning the organizational value chain. Topics include GIS strategy, cost-benefit analysis, and ROI of spatial investments.

HEALTH SCIENCE (HLSC)

116 The Stress of Living. (3).

Considers individual lifestyles and stress styles and teaches stress management techniques, including relaxation response, imagery, and self-hypnosis. Appropriate stress management intervention for the individual, group, and organization. Includes experiential and didactic learning experiences.

396 Special Studies in Health Science. (1–6).

Reading and research in a special area under faculty direction. Project to include statement of objectives, outline of activities planned, results expected, and how each is to be reported and evaluated.

HUMANITIES (HUMB)

309 Theories of Human Nature. (3).

Analysis and comparison of a number of major theories of human nature. Not open to students who have received credit for MGTW 310.

396 Special Studies: Arts and Humanities. (1–6).

Reading and research in a special area under faculty direction. Project to include statement of objectives, outline of activities planned, results expected, and how they are to be reported and evaluated. May repeat for a maximum of 6 credits, given different content.

INFORMATION SYSTEMS (ISYS)

364 Geographical Information Systems: Managing Environmental Problems. (3).

Students, managers, and business professionals are introduced to the use and practical importance of Geographical Information Systems (GIS). Covers the design and functioning of GIS, applications to business and environmental problems, and management of GIS. Includes hands-on experience. Not open to students who have completed ISYS 365.

INTERNATIONAL BUSINESS (INTB)

470 International Area Studies. (4).

Students intensively study a specific country or region in the world. They evaluate the characteristics of the analyzed area's socioeconomic conditions, its policy environment, and its business activities. They

then analyze how these factors jointly influence the international marketplace. Course combines lectures with overseas seminars, company/institutional visits, and cultural exposure.

May substitute for BUSB 342 or BUSB 485.

Prerequisite: BUSB 301 or by permission. May be repeated for credit given different country or region.

495 Global Business Consultancy Capstone. (4).

Integrating prior coursework within the context of strategy formulation and implementation, student teams conduct a "live" consulting engagement with an organization in a foreign country. Students develop the parameters of the engagement and apply appropriate theoretical knowledge in a practical setting to prepare and present a project report. With Undergraduate Program Director approval, may substitute for BUSB 485.

Prerequisite: BUSB 481.

655 Global Environment for Business. (4).

Exploration of the theoretical and practical concepts of geopolitical and economic relations to evaluate the effects of globalization on business. Focus is on evaluating and formulating strategic responses to diverse political, economic, and social factors regarding the risks they present for international trade and investment, resource allocation decisions, and organizational structures. This course can be substituted with INTB 670 International Area Studies.

Prerequisites: Not open to students who have received credit for INTB 693, FINC 662, GISB 692, or INTB 670.

670 International Area Studies. (4).

Students intensively study a specific country or region in the world. They evaluate the characteristics of the analyzed area's socioeconomic conditions, its policy environment, and its business activities. They then analyze how these factors jointly influence the international marketplace. Course combines lectures with overseas seminars, company/institutional visits, and cultural exposure. Note: Students cannot repeat the same course destination from their undergraduate program. May substitute for BUAD 642, INFT 630, INTB 655, INTB 693, INTB 694, ISYS 680, GISB 692, or MGMT 690, INTB 690, BUAD 696, OR MGMT 636.

690 Global Business Operations. (4)

Advanced analysis of the causes that motivate businesses to establish operations on a global scale, the application of effective techniques to manage these activities and their financial consequences, and the integration of global operations decisions across business functions. This course can be substituted with INTB 670 International Area Studies.

693 Global Finance. (4).

Study and application of finance in the global arena. Focus of critical attention on how financial strategies, risk, tools, investments, theories, and institutions work in a global context. This course can be substituted with INTB 670 International Area Studies.

694 Global Marketing. (4).

Exploration and application of marketing concepts to the demands and conditions of the global marketplace. Critical evaluation of the marketing challenges presented by the increased exposure of individuals, businesses, and governments to international market forces. This course can be substituted with INTB 670 International Area Studies.

695 Global Business Consultancy Capstone. (4).

Integrating prior coursework within the context of strategy formulation and implementation, student teams conduct a “live” consulting engagement with an organization in a foreign country. Students develop the parameters of the engagement and apply appropriate theoretical knowledge in a practical setting to prepare and present a project report. May substitute for MGMT 697/697W, INTB 692W, FINC 664W, GISB 693W, ISYS 683W, MGMT 694W, MGMT 695, OR BUAD 696.

## MANAGEMENT (MGMT)

296 Special Studies: Military Science. (1–6).

Reading and research in a special area under faculty direction. Project to include statement of objectives, outline of activities planned, results expected, and how they are to be reported and evaluated.

334 Management Simulation. (1–6).

Advanced applications approach to the study of management. Survey and application of the main aspects of management: communicating, motivating, planning, organizing, leading, controlling, change, and conflict.

347 Supervision. (3).

Study of the worker with emphasis on motivating, communicating, counseling, training, managing time, and evaluating performance. Emphasis is on small groups and individuals rather than the organization and its environment.

387 Humor and Creative Management. (3).

Consideration of cognitive styles and exploration of theories of humor while providing exercises connecting creative intelligence and humor. Students develop framework for examining organizational humor and cognition and their relationships to innovation and creativity. Also construct models and plans for intervention to enhance humor and creative intelligence in organizations. Not open to students who have received credit for MGMT 386.

396 Special Studies: Management. (0–6).

Reading and research in a special area under faculty direction. Project to include statement of objectives, outline of activities planned, results expected, and how they are to be reported and evaluated.

397A Special Studies: Leadership and Motivation. (1–3).

Leadership and motivation theory with personal application and development for understanding leadership in today’s diverse work environments. Topics include merging leadership and motivational concepts such as transformational leadership, emotional intelligence, the triarchic theory of intelligence, followership, job satisfaction, power and influence, change and creativity.

397B Special Studies: Management of Human Capital. (1–3).

Study and critical analysis of both theory and practice of human capital management in modern complex organizations.

397C Special Studies: Money and Banking. (1–3).

Development of electronic money and banking into the traditional subjects of money, banking, and financial markets. The course provides an integrated coverage of domestic and international financial markets and the global economy.

398 Special Studies: Public Service Administration. (1–6).

Reading and research in a special area under faculty direction. Project to include statement of objectives, outline of activities planned, results expected, and how they are to be reported and evaluated.

604 Managerial Assessment and Development. (4).

Students assess and develop their personal skills, interpersonal skills, group skills, and specific communication skills through self-assessment, study of theory, analysis, practice, and application. Students assess their career preferences and develop personal action plans.

610 Contexts for Contemporary Management. (4).

Critical analysis course providing students with research methods, written and oral communication strategies, and leadership skills necessary for graduate-level work. Focus on diverse historical and cultural contexts in management thought, with special attention paid to shifting perspectives on organizational life.

631 Management and Organizational Behavior. (4).

Topics include managing individual performance, team and intergroup dynamics, leadership, human resource management, organizational design, decision making and management of change.

633 Assessment of 21<sup>st</sup> Century Leadership Skills. (1).

Orientation to and assessment of 21<sup>st</sup> Century Skills including improving performance with systemic thinking, supporting change, and adding value. Includes 360-degree assessment and personal assessment of management skills, management knowledge through a standardized test, and knowledge of business mathematics.

Numeric grade only.

634 Leading Individuals and Teams. (4).

Leading Individuals and Teams provides the foundations for understanding the behavior of individuals and teams in organizations. The course takes an application-oriented perspective on understanding individuals and groups and managing their performance.

Numeric grade only.

635 Analytics for Managers. (4).

This course provides a managerial overview of business analytics in the contemporary organization. Current/aspiring managers and consumers of analytics will learn about analytical approaches to managerial decision-making. Stages of analytical maturity and elements of analytical competitiveness will be examined to prescribe a roadmap for successfully deploying analytics in the organization.

Numeric grade only.

636 Leadership Communication. (4).

Course provides advanced analytical approaches for strategic written, presentation, and interpersonal communication in organizational contexts. Focus on practical methods that advance leaders' abilities to inform, engage, persuade, and influence professional audiences, Special attention paid to changing forms, formats, and culture in contemporary professional communication.

Numeric grade only.

637 Strategic Leadership and Management of Change. (4).

Strategic leadership and management of change provides a macro view of organizations. The course takes a big picture view of organizations and walks a student through strategic thinking about their own organization. The course takes an application-oriented perspective on organizational change, decision making, organizational design, organizational culture and power and politics.

Numeric grade only.

638 Purposeful Leadership. (4).

Purposeful Leadership provides an integrative perspective of organizational and societal responsibilities of leaders. The course covers four interwoven dimensions of purposeful leadership: personal, relational, strategic and societal. Drawing upon a wide range of concepts and applications, the primary theme of the course is an examination of the critical role leaders play an ensuing that organizations perform in an effective, meaningful, ethical and socially redeeming manner.

Numeric grade only.

639 Reflection on 21<sup>st</sup> Century Leadership Skills. (1).

Assessment of and reflection on 21<sup>st</sup> century skills including improving performance with systemic thinking, supporting change, and adding value. Includes 360-degree assessment and personal assessment of management skills, management knowledge through a standardized test, and knowledge of business mathematics.

Numeric grade only.

651 Analytics for Managerial Decision Making. (4).

Provides students with an understanding of the role analytics plays in the decision-making process. Topics include quantitative methods of managerial decision-making including linear programming (LP), network models, transportation, assignment, transshipment, project management (PERT/CPM), inventory management, simulation, decision theory, forecasting, and supply chain management.

661 Introduction to Analytics and Decision Making. (4).

This course provides an introduction to business analytics and applied decision-making using simple quantitative techniques. Topics include cost-revenue models, competitiveness, productivity, forecasting, project management, and linear programming as they relate to business decisions in a dynamic environment.

667 Business, Ethics, and Society. (4).

Examination of the ethical, legal, and social environment of business and its impact on managerial decision-making.



674 Human Resources Management. (4).

Study and critical analysis of theory and practice of the human resource/personnel function in modern, complex organizations. Topics such as personnel policies, workforce diversity, HR practices, employee discipline, health and safety, and collective bargaining. Addresses goals of equity, efficiency, and effectiveness in a diverse environment.

680 Marketing Management. (4)

Exploration of crucial aspects of marketing with emphasis on the customer and the marketing mix. Development of analytical and critical thinking skills through case study. Design and assessment of a basic marketing plan. Not open to students who have received credit for INTB-694W, ISYS-681W, FINC-661W or GISB-691W.

683 Marketing Analytics (4).

Examination of the strategic planning process with emphasis on marketing resource allocation decision driven by marketing analytics. Focus on the use of quantitative and data analysis tools to define optimal marketing mix, perform effective analysis of customers and digital marketing campaigns as well as integrate spatial thinking in decision making.

686 Organization Theory. (4).

Students develop social skills and apply theories of organizational structure and design, decision-making, power, politics, culture, innovation and change to real-world case studies in order to make convincing recommendations to management.

690 Strategy. (4).

Strategy sets a critical direction and guides the allocation of resources to achieve long-term organizational objectives. Examination of the formulation of strategy based on internal strengths and weaknesses, as well as external opportunities and threats in the context of changing technology and environment. Not open to students who have completed MGMT 697W.

693 Marketing Strategy. (4).

Marketing strategy integrates marketing and other functional areas within a firm. It provides orientation to organizations on how to use resources and capabilities to maximize long-run customer value, as well as generate the greatest financial return.

695 Management Consulting Capstone. (4).

This course integrates prior coursework within the program with student teams developing the relevant parameters for a consulting engagement and applying appropriate theoretical knowledge in that setting to prepare and present a project report. Prerequisite: All other MAM courses.

## SCIENCE (SCIB)

150 Current Issues in Science and Technology. (3).

Examination of some of the most important technological developments of this century and their impact upon human lives. Examination of the complex relationship among humans, the environment, and technology. Not open to students who have received credit for LSNS 150.

201 Natural Sciences Through Living Laboratories. (3).

Exploration of the principles and methodology of astronomy, marine biology, natural history, and ecology to understand the natural environment. Students will utilize campus-based facilities and field sites throughout Southern California as laboratories. Not open to students who have received credit for LSNS 201.

460 Topics in Environmental Science. (3).

Greater understanding of the science that underlies such environmental problems as ozone depletion and the loss of genetic diversity through explorations of the nature and scope of science relative to environmental issues. The methods of science, the limitations of scientific knowledge, and the role of science in society today are discussed. Not open to students who have received credit for EVSW 460.

#### SOCIAL SCIENCE (SOCB)

302 The Personal and Social Impact of Marital Dissolution. (2–3).

Issues include the environment of the formerly married (divorced, separated, widowed); problems encountered before, during, and after the process of dissolution; single parenthood; common causes of marital difficulties and approaches to their resolution; adjustments of the individual from married to single life; and social forces affecting the lives of the formerly married. Not open to students who have received credit for ISSS 302.

304 Death and Bereavement. (2–3).

Economic, legal, psychological, and historical aspects of the process of the dying person and the survivors; similarities and differences of reactions to death and dying; causes and consequences of suicide; fear of and curiosity about death; and social attitudes concerning death and dying. Not open to students who have received credit for ISSS 304.

307 Gender and Work. (3).

Examination of social-psychological, political, and historical realities affecting men and women in the workplace. Incorporates personal experience as students; examines issues such as power tokenism, support, networking, socialization, and change. Special interplay to the exchange between gender and other social factors such as race, class, and sexual orientation.

309 The American Family. (3).

Broad interdisciplinary overview of the variety of situations that we call “the American family.” Designed to allow students to pursue particular interests in this area. Not open to students who have received credit for SOC 309.