Master of Business Administration

Full-time Two Year and Full-time One Year MBA Formats

Program Catalog

This catalog is created from materials available to the students on the website. Some of the formatting does not appear as it does on the webpage.

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OUR EXPERIENCE MAKES US GREAT. IMAGINE WHAT IT CAN DO FOR YOU.

Nearly 100 years of excellence means we know how to create lasting and meaningful business impact.
TRANSFORMATIONAL SCHOLARS

Paving a way forward in business requires bold, fresh perspective and talented, curious minds. Fortunately, our esteemed faculty bring this – and more – to the classroom every day.

As thought leaders in their field, our faculty interpret contemporary problems and conduct research that shapes the global marketplace. As thought producers in the classroom, their insights will challenge your thinking and expand your intellect. In short, our faculty impact not only what you learn, but also the direction of leading businesses worldwide. They are also engaged, available resources for members of the Goizueta community and business community alike – an incredibly valuable combination often lacking in business schools.

At Goizueta, you can be confident that you will grow in many ways, most notably in the insights you know and the invaluable people who help you along the way.

DYNAMIC LEARNING
We believe *how* you learn is just as important as *what* you learn, and through our globally-recognized approach for blending theory with practice, we assure you – you will learn more than you thought imaginable.

Goizueta’s student experience goes beyond classroom-based knowledge by having you actively learn and execute the skills needed for lifelong career success. Our curriculum facilitates action-based learning experiences at every turn and within every program. That intentional blend of theory and practice means you’ll go from learning into doing, the perfect segue to produce meaningful results. Even further, our focus on your professional leadership skills means you’ll develop your talent to lead as your best self.

At Goizueta, you can be more than just a student. You can be a leader in one of dozens of student clubs. You can be a problem solver with real Fortune 100 clients. You can be a globe traveler who understands how business gets done in other cultures.

A Goizueta education means learning in ways that are actionable and value-added, so you can be an active participant in your own long-term success.

**A GLOBAL STAGE**
From dozens of global headquarters to hundreds of corporate offices to the thousands of thriving small businesses in fields like media, technology, and real estate – Atlanta is a map to your personal success.

Our growing, global city is one where professionals work, live, and thrive. Home to more than five million people and almost as many cultural, social, entertainment, and recreational opportunities, it is a true renaissance metropolis.

Goizueta offers a unique blended opportunity - big city access with a sprawling suburban campus. Here you’ll find faculty and staff tackling issues on the global stage, world-class facilities, and a community of students driven to excel. Here you’ll find the intersection of industry and culture, of business and personal.

Atlanta provides the perfect global stage for your business school success, and Goizueta lets you be assured you’ll perform at your very best.
TRANSFORMATIONAL SCHOLARS

Learn from scholars who are leaders both inside and outside the classroom

Apply | Visit | Request Information | Give | Contact

1300 Clifton Road, Atlanta, Georgia, 30322
APPLICATION PROCESS

Applications are due by 11:59PM ET on the date of the application deadline. However, we encourage you to apply as early as possible. We require all applicants to apply using our online application. Exceptions to this policy should be submitted via email (MBAadmissions@emory.edu), explaining the need to use a paper application. The following steps must be completed for your application to be considered for admission:

APPLICATION DEADLINES FOR 2018-2019

<table>
<thead>
<tr>
<th>Round</th>
<th>Application Deadline</th>
<th>Notification</th>
<th>Deposit Due</th>
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<tr>
<td>Round 1</td>
<td>October 5</td>
<td>November 30</td>
<td>December 21</td>
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<tr>
<td>Round 2*</td>
<td>November 9</td>
<td>January 25</td>
<td>February 22 (One-Year MBA and ALL International)</td>
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<td></td>
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<td>April 19 (Two-Year MBA Domestic)</td>
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<tr>
<td>Round 3**</td>
<td>January 4</td>
<td>March 8 (Domestic)</td>
<td>April 9 (One-Year MBA)</td>
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<td></td>
<td></td>
<td>March 15 (International)</td>
<td>April 19 (Two-Year MBA)</td>
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<tr>
<td>Round 4</td>
<td>March 8</td>
<td>Rolling (One-Year MBA) May 3</td>
<td>Upon Notification (One-Year MBA) May 15 (Two-Year MBA)</td>
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<td>(Two-Year MBA)</td>
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</tbody>
</table>

* Preferred deadline for One-Year MBA applicants, international applicants, and applicants interested in consideration for top named scholarships

** Final deadline for general merit-based scholarships

HOW TO APPLY

START YOUR APPLICATION

Goizueta requires that all applicants complete our application in full to be reviewed for admission.

For candidates ready to begin, our online application can be found here (https://mbaadmissions.emory.edu/apply/). It is not necessary to complete your application in one sitting. Until you are ready to submit, you may access it from any computer using the username and password that you create when you begin. When you finish the application, please also send the required additional materials to the below address to ensure your application is complete.

MAIL ADDITIONAL MATERIALS TO:

MBA Admissions Office
Goizueta Business School
Emory University
1300 Clifton Road, Suite W288
Atlanta, GA 30322 USA

Begin Application (https://mbaadmissions.emory.edu/apply/)
APPLICATION FEE

We require an application fee from all applicants.*

FEES ARE AS FOLLOWS:

• Applying to One-Year MBA and/or Two-Year MBA: $175
• An additional $25 application fee is required of candidates applying for Goizueta's Evening MBA or MBA for Executives

*Note: U.S. Military servicemembers and veterans will receive an automatic application fee waiver generated upon submission of the application. Forte MBA Launchers, current Peace Corps Volunteers and Teach for America employees are exempt from the application fee and must email MBAapplication@emory.edu (mailto:MBAadmissions@emory.edu) to request a fee waiver. Do not submit an application fee if you meet the criteria, we are unable to process a reimbursement. We do not issue retroactive waivers.

PAYING THE APPLICATION FEE

You can pay your application fee two ways:

Online Credit Card Payment (http://goizueta.emory.edu/apps/pay/admissions)

(Visa, MasterCard, or Discover; Debit Cards are not accepted)

MAIL PAYMENTS

Send a check or money order payable to Goizueta Business School and list your name and date of birth. Please send your check to:

Emory University
Goizueta Business School
MBA Admissions
1300 Clifton Road, Suite W288
Atlanta, GA 30322

RÉSUMÉ

A one- or two-page résumé containing your employment and education background must be uploaded to your application. The employment section on the résumé should include locations, titles, and dates, starting with your most recent job. The education section should include dates of attendance and degrees received.

TWO-YEAR MBA ADMISSIONS ESSAY

Four essays must be answered and submitted for your application to be considered complete. (Only two essays are required for re-applicants). Remember to review each question carefully. We consider essays to be an important part of the application process, and they are your opportunity to show the Admissions Committee a bit about yourself beyond the application itself. Please visit the Essays page (../admissions/essays.html) for details on the questions and how to submit your finished essays.

GMAT / GRE SCORES

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE).

Official score reports must be sent to Goizueta Business School directly from the testing service. You should complete the exam and request the official scores in enough time to be received by our office by the application deadline of the round in which you are applying (estimated delivery time is 20 business days). Both GMAT and GRE scores are valid for five years from the examination date. If you have taken the tests multiple times, please submit all of your scores.

You are encouraged to take the GMAT or GRE early in your application process so that if you do not perform as well as you would like, you have the ability to retake the exam prior to any deadlines.
ENGLISH LANGUAGE TEST SCORES

Goizueta Business School expects all students to possess strong communication skills in English.

You are not required to submit an English Language Test Score if your undergraduate degree is from an institution in which English is the language of instruction AND you work in a country where commerce is generally conducted in English (for example: India, Canada, the United Kingdom, Australia, New Zealand, Malaysia, Singapore, Ghana, Nigeria, and Uganda). No TOEFL waiver is required, please do not request one.

For all other applicants whose native language is not English, we require the TOEFL (http://www.ets.org/toefl) exam (minimum score 100 IBT) or the Pearson Test of English (PTE (http://pearsonpte.com/Pages/home.aspx)) (minimum score 68) or the IELTS (minimum score 7.0). We require official scores be sent directly from the testing agency and to be received by our office by the deadline of the round in which you are applying (estimated delivery time is 20 days from test date or date requested). Your application will remain incomplete until the scores are received; unofficial test-taker copies are not accepted.

English Language Test waiver may be requested if a candidate has:

- Spent at least 3 years in the U.S. studying toward completion of an undergraduate degree, OR
- Completed a graduate degree in the U.S. followed by at least 2 years of work in the U.S.

Requests for a TOEFL waiver should be submitted in writing to MBAapplication@emory.edu after you have submitted your application. Please provide explanation in the body of your email to show how you meet the above requirements.

TRANSCRIPTS

We accept a scanned copy of your university transcripts for evaluative purposes. We do not accept records that you have downloaded for personal use. Acceptable documents must include the university/college name, your name, degree conferred with date (if applicable), grade point average and all courses with grades received. We require transcripts from all undergraduate and graduate institutions attended.

If you are admitted to the program, you will be required to submit official transcripts at the time of your enrollment deposit. Please plan ahead.

RECOMMENDATIONS

As part of the MBA application, we require two letters of recommendation submitted either online or via hardcopy. We prefer that these recommendations are professional in nature. Please be thoughtful when selecting your recommenders, and make sure that you choose at least one person who knows you well in your current position such as a direct supervisor, project manager or client.

INTERVIEWS

Interviews are an important part of the admission process. All students who are admitted to our programs have been interviewed. The admissions interview offers you the opportunity to explain more in depth your educational and career experiences to date, and to elaborate on your post-MBA career plans. The interviewer is interested in both your professional accomplishments as well as your leadership and community achievements. The interview is similar to a professional job interview, and as such you should dress in business attire and bring an updated copy of your résumé. Interviews last approximately 30 minutes.

ON CAMPUS INTERVIEWS

On campus interviews are open to all qualified candidates between August 20th and October 5th. Qualified candidates must have already graduated from their undergraduate college or university and have at least two years of professional work experience. The only exception to this policy are those candidates who are applying to our joint degree programs or who are non-traditional students with full-time work experience prior to attending undergraduate college or university. You do not need to have an application on file nor an invitation to interview. To schedule an on-campus interview, click the button below. You will select an interview appointment that suits your availability. You may also want to schedule a class visit or lunch with a current MBA student for while you are on campus (https://mbaadmissions.emory.edu/portal/fulltime_interviews). Appointments are first-come, first-served and will fill, so you are encouraged to schedule your appointment soon. After October 5th, interviews are by invitation only after review of your completed application. Submit all required application materials in order to be considered.

WEB INTERVIEWS

Web interviews are by invitation only after review of a completed application. Submit all required application materials in order to be considered.
APPLICATIONS AND TRANSCRIPTS

WHAT DOES A “COMPLETED” APPLICATION MEAN?

An application is considered completed when we have received: a completed application form; official test score and TOEFL test score if applicable; your essays; all transcripts; and your recommendations. If you complete your interview during our open interview period, it will also include your interview.

CAN I SUBMIT A SCAN OF MY TRANSCRIPTS?

Yes, we will accept scanned unofficial transcripts for evaluative purposes. Please upload all transcripts to the application with your essays and résumé. If you are admitted to the program you will be required to submit official transcripts with your enrollment deposit.

I TOOK CLASSES AT VARIOUS SCHOOLS AND TRANSFERRED CREDITS TO THE SCHOOL WHERE I RECEIVED MY DEGREE. DO I NEED TO SUBMIT A TRANSCRIPT FOR EVERY INSTITUTION ATTENDED?

Yes, regardless of whether your credits from other institutions were accepted by the institution where you received your degree we must receive a transcript from each post-secondary institution attended.

WHAT HAPPENS AFTER I SUBMIT MY APPLICATION?

Detailed instructions for checking the status of your application will be sent with confirmation that your application was received.

MAY I SUBMIT MY APPLICATION BEFORE THE ROUND DEADLINE?

Yes, you may submit your application whenever you are ready. It will be reviewed in the first round following the date you submit. For example: If you submit on November 15 you have missed the Round 2 deadline and your application would be reviewed in Round 3.

WHAT IS THE COST OF THE APPLICATION FEE?

Our application fee is $175 for the Two-Year MBA. You may use the same application to apply to any of our programs. There is a $25 fee for each additional MBA program.

MY CHECKLIST SHOWS MY APPLICATION FEE AS INCOMPLETE. I THOUGHT I SUBMITTED PAYMENT ON-LINE, HOW DO I FIX THIS?

You will need to contact MBAapplication@emory.edu (mailto:MBAapplication@emory.edu). Please forward a copy of your receipt with the date you submitted payment and the card holder’s name. If you did not receive a receipt following on-line payment, please contact your credit card company and verify the charge. If the charge is not verified please resubmit payment.

I HAVE DECIDED TO CHANGE MY FIRST PREFERENCE TO A DIFFERENT EMORY MBA PROGRAM, WHAT SHOULD I DO?

Contact MBAapplication@emory.edu (mailto:MBAapplication@emory.edu) and let us know you would like to change your order of preference.

RECOMMENDATIONS
CAN MY RECOMMENDERS SUBMIT A RECOMMENDATION BEFORE I SUBMIT MY APPLICATION?

Yes. Your request to your recommenders can be sent prior to submitting your application. Once you log into your application, fill out the recommender section and then select “notify” for each recommender. Your recommender will be notified of your request via email. Please tell them to expect the email and to check their spam box if they do not see it within a day.

DO MY RECOMMENDERS HAVE TO FILL OUT YOUR RECOMMENDATION FORM OR CAN THEY SUBMIT A LETTER?

We prefer recommenders use our form, but they may submit letter that addresses our questions as long as they also include the evaluation grid, which can be downloaded from the hardcopy form. They may scan their letter which should include their business card and send it to MBAapplication@emory.edu or to our mailing address: GoizuetaBusinessSchool, 1300 Clifton Rd, Atlanta, GA 30322.

MY RECOMMENDERS DID NOT RECEIVE THE REQUEST FOR RECOMMENDATION, WHAT SHOULD I DO?

Depending on the filters they may have on their email systems they should look in their spam boxes. If the request is not there, you should contact: MBAapplication@emory.edu.

TEST SCORES

WHAT ARE THE GMAT TEST CODES FOR EMORY?

TWO-YEAR MBA

- GMAT: C3Q-71-17
- GRE: 3984
- TOEFL: 3984

ONE-YEAR MBA

- GMAT: C3Q-71-68
- GRE: 3984
- TOEFL: 3984

MSBA

- GMAT: C3Q-71-93
- GRE: 3984
- TOEFL: 3984

EVENING MBA

- GMAT: C3Q-71-90
- GRE: 3984
- TOEFL: 3984

MBA FOR EXECUTIVES

- GMAT: C3Q-71-19
- GRE: 3984
- TOEFL: 3984

I SUBMITTED MY APPLICATION BUT PLAN TO RETAKE THE GMAT, WHAT SHOULD I DO?

Please send an email to MBAapplication@emory.edu and request that we hold review of your application until we have your new scores. If we have not already rendered a decision we will hold your application. Your application will then be moved to the next round.

Your application will be considered incomplete until we have your final test score. Once we receive your score your application will be reviewed in the next round.
DO YOU ACCEPT THE GRE IN PLACE OF THE GMAT?
Yes, we will accept the GRE. No prior approval is necessary.

DOES THE ADMISSIONS COMMITTEE HAVE A PREFERENCE FOR THE GMAT OVER THE GRE?
No, we accept both test scores. Please note some employers require GMAT scores in the recruiting process.

MY CHECKLIST SHOWS THAT MY GMAT SCORES HAVE NOT BEEN RECEIVED, WHAT SHOULD I DO?
Generally, it takes 3 weeks for us to receive your scores electronically. In order for us to receive your scores you must have listed Emory University Goizueta Business School as a recipient. If you did not list Emory (you can check this by looking at your copy of your scores) please contact GMAC (http://www.gmac.com/) directly and add us to your list of authorized recipients.

IS THERE A MINIMUM GMAT SCORE REQUIRED FOR ADMISSION TO THE PROGRAM?
Your GMAT score is only one of the components we consider when making an admission decision. There is no minimum requirement, however 80 percent of the students in our Two-Year program scored between 620-730. If your scores are outside this range and you feel your application is otherwise strong, we encourage you to apply.

SHOULD I RETAKE THE GMAT IF MY SCORE FALLS BELOW THE AVERAGE?
If you feel your score does not accurately reflect your capabilities then you should consider retaking the GMAT. We consider the highest total score.

IF I TOOK BOTH THE GMAT AND THE GRE, WHICH SCORE SHOULD I SUBMIT?
If you have taken both the GMAT and the GRE you should submit all scores. We will take into consideration your highest score.

HOW CAN I CONVERT MY GRE SCORE TO A GMAT SCORE?
Candidates who take the GRE can use an online conversion scale to determine if their converted score falls within the GMAT range of 620-730.

HOW DOES THE ADMISSIONS COMMITTEE VIEW MULTIPLE GMAT SCORES?
We do not average scores. We consider only the highest total score. Multiple test takings do not negatively impact how an application is reviewed.

INTERVIEWS

WHAT IS YOUR INTERVIEW POLICY?
All students who are admitted to our programs have been interviewed. We offer in-person interviews both on-campus and off-campus in select cities around the world (../../events/index.html). Prospective students may request an interview on campus without an application on file prior to the Round 1 Application Deadline. After Round 1, interviews are by invitation only and at the discretion of the Admissions Committee after a review of a completed application.

MAY I REQUEST AN INTERVIEW IF I HAVE NOT SUBMITTED MY APPLICATION?
Prior to the Round 1 application deadline, you may request an interview without submitting an application. After this date all interviews are by invitation only after review of an application. You are encouraged to plan ahead when requesting an interview as spaces fill quickly.

HOW DO I REQUEST AN INTERVIEW?
Interviews are scheduled by request during the open interview period (August through the Round 1 deadline). After the Round 1 deadline, interviews are by invitation only after review of your completed application. Submit all required application materials in order to be considered.

I CAN'T TRAVEL TO ATLANTA, MAY I REQUEST A WEB INTERVIEW?
We strongly encourage all applicants to visit campus and get to know us and our programs. If you will not be able to travel to Atlanta, then we recommend you apply without an interview and wait for a possible web interview invitation.
WHY CAN'T I REQUEST AN INTERVIEW WHEN THE ADMISSIONS REPRESENTATIVE IS IN ASIA IN JANUARY/FEBRUARY?

These interviews are by invitation only after review of a completed application. We highly encourage applicants in this region to apply by Round 2 to be considered for an invitation to interview.

DOES INTERVIEWING IN PERSON GIVE ME AN ADVANTAGE OVER A WEB INTERVIEW?

No, we view all interview evaluations equally. The interview gives the Committee an opportunity to get to know you better and may serve to answer some questions that were not addressed in your application file. We find that web interviews simulate the in-person interview.

WHO CONDUCTS THE INTERVIEW?

Generally, a member of the Admissions Committee conducts the interview on campus. During some larger on-campus events trained Alumni interviewers may also conduct interviews. Off-campus interviews are conducted by a member of the Admissions Committee.

HOW LONG DOES AN INTERVIEW LAST?

You should plan to spend 30 minutes with your interviewer. Please leave sufficient time to arrive at the interview location at least 20 minutes prior to your interview.

WHAT SHOULD I BRING TO MY INTERVIEW?

You will need to bring a copy of your most recent résumé. If your current position or responsibilities have changed since you submitted your application we expect an updated résumé.

DOES EVERY APPLICANT INTERVIEW?

All applicants have the opportunity to request and schedule an interview prior to the Round 1 application deadline. If an applicant does not interview prior to this date, the application is reviewed without an interview. An invitation to interview may be extended following review of a completed application. Deny and Waitlist decisions may be issued without an interview.

DECISIONS

WHEN ARE DECISIONS RELEASED?

All applications are reviewed during the round in which the application is determined to be complete (submitted and all required materials received). Decisions are released on-line on the notification date corresponding to each round.

WHAT HAPPENS TO MY APPLICATION IF I AM WAITLISTED?

Candidates who are waitlisted in one round will be moved to the next round and the application will be reassessed. You may check your status on-line on the next decision notification date. If your waitlist status did not change it means that you have remained on the waitlist and your file will be reassessed in the next round.

FINANCIAL AID

IS FINANCIAL AID AVAILABLE?

Yes, loans are available and students may borrow up to the budgeted cost of attendance minus any scholarship. Loans include the Federal Stafford Loan, Graduate Plus Loan, Private Loans and the International Student Loan. The International Student Loan does NOT require a US co-signer.

SCHOLARSHIPS
WHAT DETERMINES WHETHER AN APPLICANT RECEIVES A SCHOLARSHIP?

All scholarships are merit-based and are determined based on the strength of the application. The Admissions Committee looks at academics, work experience and demonstrated leadership in undergraduate and post graduate extracurricular activities.

DO YOU OFFER NEED-BASED SCHOLARSHIPS?

No, our scholarships are all merit-based. All students may apply for financial aid loans to borrow funds up to the budgeted cost of attendance minus any scholarship received.

HOW IS A NAMED SCHOLARSHIP DIFFERENT FROM A GENERAL MERIT-BASED SCHOLARSHIP?

Named scholarships have been donated by alumni, a company or an organization. These scholarships range in amounts. Our most prestigious award, the Woodruff Fellowship, offers full tuition and a $10,000 stipend. Named scholarships may be noted on resumes and recipients are held to the highest standards.

HOW DO I APPLY FOR A SCHOLARSHIP?

There is no application for scholarships. All admitted candidates who submitted a completed MBA application, including all recommendations, test scores, transcripts, and essays by Round 3 are automatically considered for merit-based scholarship. We announce merit scholarship awards when we communicate our admission decision.

MY ADMISSION DECISION DID NOT MENTION ANY SCHOLARSHIP. DOES THIS MEAN I WILL RECEIVE NOTIFICATION AT A LATER DATE?

No, our scholarship notification coincides with the admission decision. Our program is highly competitive and not everyone is awarded scholarship. If your admission decision does not mention scholarship it means that you were not awarded a scholarship.

WHAT IF I SUBMIT MY APPLICATION AFTER ROUND 3 OR MY APPLICATION IS SUBMITTED BEFORE THE ROUND 3 DEADLINE BUT IS INCOMPLETE?

We encourage all applicants to submit complete applications by the Round 3 deadline. Scholarship funds are limited and may not be available to those that do not meet the Round 3 deadline.

WHEN WILL I LEARN IF I HAVE BEEN SELECTED FOR A SCHOLARSHIP?

We notify scholarship recipients when we communicate our admission decision.

IF I SUBMIT MY APPLICATION ON THE ROUND 3 DEADLINE WILL I STILL BE CONSIDERED FOR SCHOLARSHIP?

Round 3 is our scholarship deadline. You will be considered for scholarship only if every other piece of your application has been received. Please note that the request to your recommenders is sent when you select "notify". It is highly unlikely that if you wait until the application deadline to notify recommenders that they will submit their recommendation that same day. Therefore, if you want to be considered for scholarship you should leave plenty of time to get all pieces of your application to us before the deadline.

GENERAL QUESTIONS

MY UNDERGRADUATE DEGREE IS NOT IN BUSINESS, WILL MY APPLICATION STILL BE CONSIDERED COMPETITIVE?

Goizueta welcomes applicants with undergraduate degrees from all majors. We look for students with diverse educational backgrounds and diverse work experience.

IS WORK EXPERIENCE REQUIRED OR CAN I BEGIN MY MBA RIGHT AFTER MY UNDERGRADUATE DEGREE?

We encourage applicants to secure at least two (2) years of post-undergraduate work experience prior to pursuing an MBA. 80 percent of our students have between 3-6 years of work experience. Substantive work experience means you will be able to contribute more to classroom discussions and will have more focus with regard to personal and professional goals.

I BEGAN AN MBA PROGRAM AT ANOTHER SCHOOL. DO YOU ACCEPT TRANSFER CREDITS?

No, we do not accept transfer credits.
I HAVE A THREE YEAR BACHELOR'S DEGREE FROM A UNIVERSITY OUTSIDE THE US. MAY I APPLY TO GOIZUETA BUSINESS SCHOOL?

We will consider applicants who hold this type of degree. However, given the highly competitive nature of our applicant pool, applicants with significant work experience and additional education beyond the three-year degree are viewed as more competitive.

I ALREADY RECEIVED AN MBA FROM ANOTHER INSTITUTION; WILL I BE ABLE TO APPLY TO YOUR PROGRAM?

If you have earned a Masters of Business Administration (MBA) degree in the United States, you are not eligible to enroll in a Goizueta Business School MBA Program. Exceptions to this policy will be considered on a rare case-by-case basis if the degree is considered not comparable to the academic and experiential content of Goizueta Business School’s MBA Program.

WHAT IS THE REAPPLICATION PROCESS?

If you are re-applying within two years of your original application, you are required to submit: The online application, an updated résumé, re-applicant essays (admissions/essays.html), a new or updated recommendation and a $150 re-application fee. It is not necessary for re-applicants who have completed an interview within the last year to interview again, but we strongly encourage you to do so. If more than two years have passed since your last application, you must complete all parts of the admission application.

ACADEMICS AND PROGRAMLOGISTICS

WHEN DOES THE MBA PROGRAM START?

The Two-Year MBA program begins in late July. The program commences with a mandatory two-week-long Onboarding program and team-building exercises. Domestic students should plan to arrive in the area at least one week prior to Orientation.

International students also attend a week-long, mandatory International Student Orientation, which precedes the general MBA Onboarding and provides an important foundation for all international students. This program introduces students to expectations of professors and fellow students, and provides networking opportunities with current students, alumni and faculty. International students should plan to arrive and settle in Atlanta by early-July for the Two-Year Program.

WILL I BE ABLE TO WORK AND TRAVEL DURING SCHOOL SEMESTERS?

Our program is very intense in the initial semesters. Two-Year MBA students are not able to work or travel during their first semester. Subsequent semesters do allow for more flexibility to accommodate flexible part-time work and travel.

DO I HAVE THE OPTION TO WAIVE OUT OF ANY CORE CLASSES?

Yes. We provide the option to waive out of core courses. We recommend that students with functional or academic expertise who wish to waive out of a core course take the waiver exam associated with their functional area. Waiver requests should be directed to the Program Office.

Two-Year students who successfully waive out of core courses may take elective courses in their place.

CAN I DO A STUDY ABROAD DURING THE MBA PROGRAM?

Two-Year MBA students have the opportunity to study abroad during their time at Goizueta. We have over 20 direct relationships with schools in Asia, Europe, and Latin America. Goizueta is also a member of the Partnership in International Management, an organization with over 35 member schools that arranges exchange opportunities. Students have completed a semester at 30 different schools in countries such as Austria, Hong Kong, France, Italy, Mexico, Spain, and The Netherlands. Typically 15 or more international exchange students join the MBA class each year.

WHAT HOUSING IS AVAILABLE FOR MBA STUDENTS?

Emory has graduate professional housing (http://offcampushousing.emory.edu) on the edges of campus targeted to students' needs and desires. Emory provides shuttles to these units. In addition, the Emory area offers a wide variety of attractive and affordable housing options including apartment complexes and rental homes. Admitted students receive more information on housing following admission to the program.

HOW CAN MY SPOUSE/PARTNER BECOME INVOLVED?

Our partner’s club is quite active. All partners and family are encouraged to participate at events throughout the year.

http://goizueta.emory.edu/degree/two_year_mba/faq.html
Learning Outcomes

1. Students should demonstrate sufficient knowledge in each of the specified core course areas, including decision analytics, economic analysis, leading organizations, strategy, managerial finance, financial accounting, marketing, processes and systems management, and professional communications.

2. Students should be able to integrate concepts, tools, and analytical techniques across all core subject areas to address business questions.

3. Students should be able to analyze complex business questions, when presented in ambiguous forms that mimic how questions arise in the practice of business.

4. Students should be able to identify, collect, and analyze needed data when studying various questions, so they may make data-driven business decisions.

5. Students should have an awareness and understanding of the challenges of globalization to current business practices.

6. Students should be able to apply all of their learning to real-world situations that they are likely to encounter in an internship or full-time position upon graduation.
Concentrations

Electives by Concentration

FULL CONCENTRATION LISTS BY AREA
(updated version coming soon!)

- You can do as many concentrations as you like – or choose to do none at all.
- In general, you should take 3 classes in an area to have a concentration in it. For Finance, you should take 4 classes.
- Concentrations are not recorded on your transcript, or monitored in the same way that undergraduate majors are tracked. They exist only on your resume, and were developed to give students guidance on which classes they should take to become knowledgeable in certain areas of specialty.
The JD/MBA Program can be pursued through one of several formats. You can spend your first year in the Law School, your second year in the Business School, and your third and fourth year taking electives in both schools. It is possible to start at the Business School after your second year of Law School, but this may limit some of your elective choices. In this option, the joint degree will take four years and allow for three summer internship opportunities.

It is also possible to start our One-Year Program immediately following your first or second year of law school. Beginning in the summer, you complete three sequential semesters before returning to the Law School. In this option, you may complete the dual degree in three and a half years and graduate in December; however, the structure only allows for two summer internships instead of three.

**ADMISSIONS**

Students must apply to both the business school and law school separately. If a student is accepted to both programs, they can enroll in the JD/MBA program. We look at test scores, GPA, work experience, essays, recommendations and interview when evaluating candidates.

**WORK EXPERIENCE**

Most students interested in a JD/MBA degree do not possess the average five years of work experience of our typical MBA candidate. Many students proceed to law school directly from their undergraduate program. However, this does not mean that work experience should not be addressed in your application. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business career. A college internship, part-time job, or family business experience can provide relevant work experience to strengthen your file. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you prepare your application in a way that highlights the skills you have gained from your work and organizational experiences.

**GMAT/GRE**

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Candidates should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions regarding test scores if you have additional questions.

**FINANCIAL AID**

Every applicant who submits a completed application by the Round 3 deadline and is admitted to Goizueta is automatically reviewed for merit-based, school-funded scholarships. No separate application is required; merit-based awards typically range from 20% to full tuition. If a student receives a scholarship, it only applies to the semesters that they are enrolled in the Business School.

In addition, the law school awards The Rothfeder Scholarship, made possible by Alan E. and Myrna Rothfeder. It is awarded to an enrolled JD/MBA student based on academic achievement, character, and leadership ability.
LAW SCHOOL ACADEMICS

If you are a current law school student, please remember that the Admissions Committee will most likely want to review your law school grades thus far before making a decision on your application. We do not suggest that you rush the application process to make the early decision deadline. Your time will be better spent preparing for your law school finals and achieving the best grades possible. Students should have performed well in their first semester, and we prefer students to be ranked in the top 1/3 of their law school class. The semester break can be used for completing your application.

Of course, satisfying the qualifications we have discussed does not guarantee your admission to the program. There are many factors that are considered by the Admissions Committee, but those we have addressed can help you present yourself in the most advantageous way.

We would also be happy to arrange for you to meet a current JD/MBA student. Please email us (MBAadmissions@emory.edu) and we can assist you in scheduling a visit or providing further information about the program.

JD/MBA SOCIETY

JD/MBA Society is a club for JD/MBA students, focused on personal and professional development opportunities, and social interaction with both schools. Events include a speaker series, career panel, golf tournaments, charity events, and an information consortium for candidates.

Emory Law School (http://www.law.emory.edu/)

CAREER INFORMATION

There is a variety of careers that our JD/MBA students typically choose. In the past, we have had a large majority of graduates pursue careers in Law, Investment Banking, General Management Rotation Programs, Investment Management, and Consulting. Many of our graduates also pursue careers that are entrepreneurial in nature.
The MBA/JM dual degree program is designed to enhance a student's business knowledge and professional pursuits with legal grounding relevant to their profession or industry. The MBA/JM Program is a five semester program. This program is structured so that you spend three semesters in the Business School and two semesters in the Law School. You can start in either school and enter Goizueta's One-Year or Two-Year MBA Programs. MBA/JM dual degree students would earn an MBA from Goizueta Business School in addition to a J.M. degree from Emory Law School; neither degree would be awarded until the requirements for both are complete.

ADMISSIONS

Students must apply to the business school and law school separately. If a student is accepted to both programs, they can enroll in the MBA/JM program. We look at test scores, GPA, work experience, essays, recommendations and interview when evaluating candidates.

WORK EXPERIENCE

In order to be a competitive applicant, we suggest that you have full-time post undergraduate work experience. The average work experience for MBA students at Goizueta is five years -- the range is 3-7 years. If your work experience is limited, a college internship, part-time job, or family business experience can provide relevant work experience to strengthen your file. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business-related career. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you package your application in a way that highlights the skills you have gained from your work and organizational experiences.

GMAT/GRE

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Candidates should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions regarding test scores if you have additional questions.

FINANCIAL AID

Every applicant who submits a completed application by the Round 3 deadline and is admitted to Goizueta is automatically reviewed for merit-based, school-funded scholarships. No separate application is required; merit-based awards typically range from 20% to full tuition. If a student receives a scholarship, it only applies to the semesters that they are enrolled in the Business School.

LAW SCHOOL ACADEMICS

If you are a current law school student, please remember that the Admissions Committee will most likely want to review your law school grades thus far before making a decision on your application. We do not suggest that you rush the application process to make the early decision deadline. Your time will be better spent preparing for your law school finals and achieving the best grades possible. Students should have performed well in their first semester, and we prefer students to be ranked in the top 1/3 of their law school class. The semester break can be used for completing your application.

Of course, satisfying the qualifications we have discussed does not guarantee your admission to the program. There are many factors that are considered by the Admissions Committee, but those we have addressed can help you present yourself in the most advantageous way.
Emory University School of Medicine and Goizueta Business School of Emory University cooperate in a dual degree Doctor of Medicine/Master of Business Administration program to prepare physicians for leadership roles in healthcare.

The MD/MBA is designed for completion within five years, four of which are spent primarily in the School of Medicine. The semesters spent at the Business School will follow the Clinical block of the Medical School curriculum.

Students interested in the dual degree must apply to and be accepted by the Goizueta Business Admissions Office.

MD/MBA students may complete the courses using either full-time format: the Two-Year MBA, fall start option or the One-Year MBA, summer start option. MD/MBA students must complete 3 semesters in residency, 50 credit hours including two global requirements and a directed study project involving a topic which bridges the two fields of study.

ADMISSIONS

Students must apply to the business school and the School of Medicine separately. If a student is accepted to both programs, they can enroll in the MD/MBA Program. Entry to the MBA is contingent on satisfactory evaluation of academic standing and professional conduct in the School of Medicine. Students enrolled at medical programs other than Emory University’s are eligible to apply to complete their business studies at Goizueta.

We look at test scores, GPA, work experience, essays, recommendations and interview when evaluating candidates. The MCAT may be submitted in place of the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). If candidates elect to submit GMAT and/or GRE scores, they should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions (http://goizueta.emory.edu/degree/fulltimemba/admissions/faq.html) regarding test scores if you have additional questions.

WORK EXPERIENCE

Most students interested in a MD/MBA degree do not possess the average five years of work experience of our typical MBA candidate. Many students proceed to medical school directly from their undergraduate program. However, this does not mean that work experience should not be addressed in your application. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business career. A college internship, part-time job, or family business experience can provide relevant work experience to strengthen your file. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you prepare your application in a way that highlights the skills you have gained from your work and organizational experiences.

CAREER INFORMATION

Business decisions will have a broad impact on the delivery of healthcare in the 21st century and physicians equipped with the proper management and financial skills will be in a better position to effectively function in this environment. Whether managing an individual or group practice, leading a corporate or non-profit hospital department, or contributing to the development of healthcare policy, the understanding of fundamental financial, management, and organizational practices is essential. The combined MD/MBA degree focuses on giving future physicians this necessary skill-set for successfully integrating medicine and business.

GOIZUETA HEALTHCARE MANAGEMENT ASSOCIATION (GHMA)

The Goizueta Healthcare Management Association focuses on healthcare issues and careers. Recent events have included: Biotech Venture Capital Panel, Healthcare Career Panel, and a networking event with Rollins School of Public Health.
The MBA/MPH Program is associated with the Health Policy Management, Global Health, or Epidemiology departments in the Rollins School of Public Health and Goizueta’s Two-Year MBA Program. It is important that you start the MBA/MPH program at Goizueta Business School. If you do not, it will take you an extra semester to graduate. These programs are typically five semesters in length but it may take longer for the School of Public Health departments that require a thesis.

ADMISSIONS

Students must apply to Goizueta Business School and the Rollins School of Public Health separately. If a student is accepted to both programs, they can enroll in the MBA/MPH Program. We look at the test scores, GPA, work experience, essays, recommendations and interview when evaluating candidates.

GMAT/GRE

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Candidates should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions regarding test scores if you have additional questions.

WORK EXPERIENCE

In order to be a competitive applicant, we suggest that you have full-time post undergraduate work experience. The average work experience for MBA students at Goizueta is five years. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business-related career. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you package your application in a way that highlights the skills you have gained from your work and organizational experiences.

FINANCIAL AID

Every applicant who submits a completed application by the Round 3 deadline and is admitted to Goizueta is automatically reviewed for merit-based, school-funded scholarships. No separate application is required; merit-based awards typically range from 20% to full tuition. If a student receives a scholarship, it applies to the semester they are enrolled in the Business School.
The MBA/MDiv Program is a four year program. You can start in either school, but you spend one year at Candler and one at Goizueta and then your remaining two years taking electives in both schools. It is also possible to start our One-Year Program immediately following your first or second year at Candler. Beginning in the summer, you complete three sequential semesters before returning to the Candler. In this option, you may complete the dual degree in three and a half years and graduate in December; however, the structure only allows for two summer internships instead of three.

ADMISSIONS

Students must apply to the business school and the Candler School of Theology separately. If a student is accepted to both programs, they can enroll in the MBA/MDiv Program. We look at the test scores, GPA, work experience, essays, recommendations and interview when evaluating candidates.

GMAT/GRE

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Candidates should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions regarding test scores if you have additional questions.

WORK EXPERIENCE

In order to be a competitive applicant, we suggest that you have full-time post undergraduate work experience. The average work experience for MBA students at Goizueta is five years. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business-related career. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you prepare your application in a way that highlights the skills you have gained from your work and organizational experiences.

FINANCIAL AID

Every applicant who submits a completed application by the Round 3 deadline and is admitted to Goizueta is automatically reviewed for merit-based, school-funded scholarships. No separate application is required; merit-based awards typically range from 20% to full tuition. If a student receives a scholarship, it applies to the semesters they are enrolled in the Business School.
**MDIV/MBA**

The MTS/MBA program is a three-year program. MTS/MBA students usually spend their first year at Candler and the second year is spent at Goizueta. The remaining year you take electives in both schools. It is also possible to start our One-Year Program immediately following your first year at Candler. Beginning in the summer, you complete three sequential semesters before returning to Candler. In this option, you may complete the dual degree in two and a half years and graduate in December; however, the structure only allows for one summer internship instead of two.

**ADMISSIONS**

Students must apply to the business school and the Candler School of Theology (http://www.candler.emory.edu/) separately. If a student is accepted to both programs, they can enroll in the MTS/MBA Program. We look at the test scores, GPA, work experience, essays, recommendations and interviews when evaluating candidates.

**GMAT/GRE**

Applicants to Goizueta Business School are required to take the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE). Candidates should prepare vigorously for the quantitative portion of the test as candidates are expected to exceed the 50th percentile on the quantitative section of the exam. Most of our students score at the 75-80th percentile. Please visit our Frequently Asked Questions (http://www.goizueta.emory.edu/degree/fulltimemba/admissions/faq.html) regarding test scores if you have additional questions.

**WORK EXPERIENCE**

In order to be a competitive applicant, we suggest that you have full-time post undergraduate work experience. The average work experience for MBA students at Goizueta is five years. The Admissions Committee is most interested in hearing how your life and work experiences will add to MBA class discussions and an eventual business-related career. MBA classes are highly participatory and lively class discussions are a key part of the learning process. Our recommendation is that you prepare your application in a way that highlights the skills you have gained from your work and organizational experiences.

**FINANCIAL AID**

Every applicant who submits a completed application by the Round 3 (http://www.goizueta.emory.edu/degree/fulltimemba/admissions/index.html) deadline and is admitted to Goizueta is automatically reviewed for merit-based, school-funded scholarships. No separate application is required; merit-based awards typically range from 20% to full tuition. If a student receives a scholarship, it applies to the semesters they are enrolled in the Business School.

**CAREER INFORMATION**

Our MTS/MBA graduates typically enter the fields of Church Administration, including Investment Management for church development, private wealth management and/or estate planning.
Waiving Core Classes

Waiver exams provide an opportunity for you to waive a course prior to enrollment.

If you successfully waive the course, then you have the option of still taking that course for credit or not; or you can waive the course and fill it with a three credit elective of your choice in any semester before you graduate. Your total credits needed for graduation do not change, rather you will take more electives than core to make up the difference.


Waiver exams can be taken online prior to Orientation. You will receive information to log-on for waiver exams. In preparation for these sessions, please review the syllabi that have been sent.

To ensure the waiver is recorded in OPUS, please contact someone in the MBA Program Office about the waiver and confirm that you are waiving the course.
**Direct Study**

**Requirements for Enrollment in Bus. 697**

**Directed Study**

**Course Description:** Direct Study – Research in fields of special interest or supervised study covering areas not specifically included in the curriculum may be undertaken under the direction of a faculty member and with the consent of the Director of MBA Program.

**Requirements:**

1. A student must have an average grade of “PS” in all courses taken in order to enroll in Bus. 697.
2. During the MBA program a student may register for Bus. 697 no more than one time without the permission of the appropriate MBA Program Office. A written petition explaining the reasons for enrolling in more than one directed study must be submitted along with the directed study proposal. Courses that meet for less than 75% of their scheduled contact hours are defined as Limited Contact Hour courses. Students may take no more than three courses of this type towards their degree, not to include more than one independent study. Students may enroll in additional Limited Contact Hour courses, but anything above 9 credit hours does not count towards their graduation requirements. Implementation: Done by the MBA Program Office.

**Procedures:**

1. A student planning to enroll in Bus. 697 must seek the sponsorship of an approved faculty member (12-13 Faculty who can supervise directed study projects.pdf) by submitting to him or her a written proposal describing the intent, purpose and parameters of a proposed project. The proposal should be as in depth as possible so that the faculty member can make a reasonable and justifiable determination of the project’s viability and feasibility.
   a. The content of a 697 project must not duplicate course content existing in the curriculum.
   b. 697 credit will not be given for internships. However, it is possible to use a summer job experience as background research for a directed study project.
   c. The 697 must have some academic value other than relating an historical, albeit business-related, anecdote.
2. The sponsoring faculty member indicates approval of the project by signing the agreement form. In sponsoring a directed study, the faculty member assumes responsibility for advising the student on the project and for awarding a grade upon the completion of the project. The development of the topic and the research are the student’s responsibility.
3. Final approval for enrollment in BUS697 is granted by the Director of the MBA Program. The student should submit the written proposal only after having obtained the signature of the sponsoring faculty member.
4. BUS697 proposals bearing the signatures of a faculty member and the Director of MBA Program will be given to the Business School Registrar. The proposal then becomes a part of the student’s file.
5. A student wishing to pre-register for Bus. 697 must submit the written proposal with the required signatures to the Business School Registrar no later than the day before pre-registration. Otherwise, proposals must be completed and returned by the final day of the drop/add period for that term.
Global Requirement

Two Year MBA students: Complete TWO of the following by graduation.
One Year MBA students: Complete ONE of the following by graduation.

Check current schedule or slate for availability.

BUS 503 G: Global Macroeconomic Perspectives
BUS 529 G: Project Finance
BUS 553 G: Supply Chain Management
BUS 556 G: Analytics for e-Markets
BUS 619 G: Information and Global Capital Markets
BUS 627 G: International Finance
BUS 635 G: Multinational Firms & Strategy
BUS 641 G: Marketing Seminar
BUS 658 G: Business, Econ & Psychology Topic: Political Violence & Terrorism
BUS 687 G: Global Derivatives Markets

International Mid-Semester Module

Second International Mid-Semester Module

Two Foreign Language Courses in the same language at Emory College
One Study Abroad Residency (Short Course 3 credits)
One Semester Study Abroad Residency (Counts for TWO G requirements)
Approved International Class at another Emory program
Washington Campus

The Washington Campus week-long MBA residencies bring students face-to-face with Washington policymakers who teach participants how the government really works, how it affects specific companies and industries, and how policy can be ethically and effectively shaped to create win-win solutions for business, government, and society.

Registration for Washington Campus January and March sessions are done with Spring registration in November. You must also register on the Washington Campus website. Spaces as a part of regular registration are limited. The course is 3 credits and graded on our regular grading scale.

Dates for 2018 are January 2 - 6, 2018; March 12 - 16, 2018

The Healthcare session is August 13 - 17, 2018

Students must pay the Washington Campus fees of $1850. The budget is set at $3900 for travel, fees, hotel and meals.

Course Description

Our week-long, Washington, D.C., residencies for MBA students are designed to enrich your understanding of the public policy process, with a focus on those policy issues that are most likely to impact business outcomes as well as the strategies that busy corporate executives can utilize to ethically and effectively share information and influence public policy outcomes. Our curriculum is developed with guidance and oversight of the faculty and administrators of the Washington Campus Consortium, a group of 16 top graduate business schools whose representatives serve on our Board of Directors to ensure that our programs are of the highest academic quality and worthy of the graduate credit students receive for completing the course.

Although overseen by the Consortium school representatives, our open-enrollment programs are available to any student who attends an accredited graduate business school, regardless of whether or not the institution is a member of the Consortium.

Each week-long residency program is led by a faculty director, and includes meetings with and presentations by a long list of notable Washington insiders, including current or former Members of Congress, congressional staff, Administration officials, agency representatives, advocacy organizations, trade association representatives, lobbyists, economists, business leaders and members of the media. The residency program also includes site visits to relevant Federal buildings and agencies, such as Capitol Hill, the Federal Reserve, the Department of Treasury, or the National Press Club. When Congress is in session, the program also includes participation in one or more Congressional hearings so that students have the opportunity to see their government in action. The program provides numerous learning and networking opportunities while giving students a chance to see what it is like to live and work in our bustling Nation's Capital!

In order to fulfill the contact hour requirements set forth by the Consortium schools, students can expect to be actively involved in the program from 8:00 a.m. to 6:00 p.m. Monday through Thursday, and from 8:00 a.m. to 4:30 p.m. on Friday. The dress code is Business Attire for each day. There will be little time for tourist activities, so if this is your first trip to Washington, you may want to add a weekend to your visit in order to have time to tour the monuments, visit local museums, or attend an athletic event at the Verizon Center or National's Stadium.

Our course includes a rigorous assessment of student learning as demonstrated through a written exam that takes place during the week in Washington, as well as a group project that is due within two weeks of the formal residency program. This assessment is designed to test the student’s knowledge of major concepts learned during the residency period, as well as his or her ability to apply this new knowledge to a relevant business advocacy or strategy concern. Students are required to complete approximately 8 hours worth of required readings prior to coming to Washington, and questions from these readings are included on the exam.
Mid-Semester Modules

Students will register for a Mid-Semester Module during registration for the Spring Term. Spaces in each module will be divided evenly among 1st and 2nd year students during the initial registration period. After registration, students will have an opportunity to sign-up on a waitlist if they were not able to secure a spot in their first choice.

First-year students must register for MSM modules with catalog number BUS 571R.

Second-year students must register for MSM modules with catalog number BUS 671R.

2017 INTERNATIONAL MID-SEMESTER MODULES

Drop/Add and First Payment deadline: November 1st

Pre-Module meetings:
- Friday, January 19, 2018
- Friday, January 26, 2018
- Friday, February 2, 2018
- Friday, February 9, 2018
- Friday, February 16, 2018
- Friday, February 23, 2018

Times: TBA

DESTINATION FOCUS MODULES:

<table>
<thead>
<tr>
<th>Destination</th>
<th>Faculty</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark/Netherlands</td>
<td>Rick Gilkey</td>
<td>Feb 27th-March 10th</td>
</tr>
<tr>
<td>Israel/UAE - Real-estate</td>
<td>Chip Frame</td>
<td>Feb 21st-March 5th</td>
</tr>
<tr>
<td>South Africa</td>
<td>Chip Frame</td>
<td>Feb 21st-March 5th</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS MODULES:

<table>
<thead>
<tr>
<th>Destination</th>
<th>Faculty</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan - Entrepreneurship (Pre-req: BUS 636-Entrepreneurship)</td>
<td>Charlie Goetz</td>
<td>Feb 23rd-March 6th</td>
</tr>
<tr>
<td>Nicaragua/El Salvador - Social Enterprise</td>
<td>Peter Roberts</td>
<td>Feb 21st-March 3rd</td>
</tr>
</tbody>
</table>

Delta Air Lines International MSM Contest

Introducing the Delta Air Lines International Mid-Semester Module Competition – an alliance between Delta Air Lines and Goizueta Business School in a co-branded program allowing students to compete to win a Delta flight for 2017 MSM travel. Seven winners will be chosen to receive complimentary coach-fare to their MSM location of choice. Winners will document their travels in photos, blog posts and stories, then present this narrative (as well as their 3-min speech) to Delta CEO Ed Bastian upon trip completion this spring.

Here’s how it will work:

November 1st: Application deadline. Application consists of a 150-word essay answering questions provided by Delta on the airline’s international branding or becoming “the airline of choice for millennial business travellers.”

CLICK HERE FOR THE APPLICATION

November 11th: 25 Finalists will be announced. These finalists will present a 3-minute speech to the CMO and a team of Delta executives.

November 17th: Finalist presentations. Seven winners will receive round-trip airfare to their MSM location and upon return, they will deliver their speech to Ed Bastian, Delta CEO.

Competition Announcement Video

(please don’t share the video on social media, as the music included is not yet cleared for distribution. don’t worry – we are planning to create another video featuring your winning classmates’ presentations, Delta executives and MSM travel footage for use in the coming MBA recruiting season).

2018 ON-CAMPUS MID-SEMESTER MODULES

<table>
<thead>
<tr>
<th>Topic</th>
<th>Instructor</th>
<th>Schedule/Classroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Syndicated Data Analysis</td>
<td>Richard Berlin/Peter Topping</td>
<td>Tues, 2/21: 8:30am-12:45pm (W525) Wed, 2/22: 8:30am-12:45pm (W525) Thu, 2/23: 8:30am-4pm (W525)</td>
</tr>
<tr>
<td>Creative Problem Solving</td>
<td>Rashma Shah/Harry Vaasidis</td>
<td>Wed, 2/22: 8am-5pm (W320) Thu, 2/23: 1pm-5pm (338) Fri, 2/24: 8am-12pm (338)</td>
</tr>
<tr>
<td>Using R in Data Analysis</td>
<td>Michael Priestula/Geoffrey Hitch</td>
<td>Thu, 2/23: 8am-11am, 1pm-5pm (204) Fri, 2/24: 8am-12pm, 1pm-5pm (204)</td>
</tr>
<tr>
<td>Adv Communication Skills for High Potentials</td>
<td>Doug Bowman</td>
<td>Tues, 2/21: 8am-11am, 1pm-5pm (201) Wed, 2/22: 1pm-5pm (201) Thu, 2/23: 1pm-5pm (201)</td>
</tr>
<tr>
<td>Executives on Stage</td>
<td>Tom Smith</td>
<td>Tues, 2/21: 9am-12pm, 1pm-4pm (W320) Wed, 2/22: 9am-12pm, 1pm-4pm (238) Thu, 2/23: 1pm-5pm (421)</td>
</tr>
</tbody>
</table>
# Full-Time MBA Graduation Requirement Checklist for Goizueta Business School

## Two-Year MBA Program - Class of 2018

**Updated: October 31, 2016**

### Fall First Year Core Classes

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 500</td>
<td>Management Practice</td>
<td>3</td>
</tr>
<tr>
<td>BUS 501</td>
<td>Economics</td>
<td>2</td>
</tr>
<tr>
<td>BUS 512</td>
<td>Financial Reporting &amp; Analysis</td>
<td>3</td>
</tr>
<tr>
<td>BUS 520</td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>BUS 530</td>
<td>Leading Organizations and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>BUS 540</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 550</td>
<td>Data &amp; Decision Analytics</td>
<td>3</td>
</tr>
<tr>
<td>BUS 551</td>
<td>Process and Systems Management</td>
<td>2</td>
</tr>
<tr>
<td>BUS 591</td>
<td>Cornerstone</td>
<td>0</td>
</tr>
</tbody>
</table>

### Spring First Year Core Classes

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 561</td>
<td>Leading with Emotional Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>BUS 571R</td>
<td>Mid-Semester Module - Spring First Year: International or Atlanta</td>
<td>1</td>
</tr>
</tbody>
</table>

### Spring First Year Elective Classes

- Elective #1 (IMPACT Elective) | 3
- Elective #2                  | 3
- Elective #3                  | 3
- Elective #4                  | 3
- Elective #5 (optional to take in Spring First Year or Second Year) | 3

### Second Year Courses (include Elective #5 if necessary)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 671R</td>
<td>Mid-Semester Module - Spring Second Year: International or Atlanta</td>
<td>1</td>
</tr>
</tbody>
</table>
- Elective #6 | 3
- Elective #7 | 3
- Elective #8 | 3
- Elective #9 | 3
- Elective #10 | 3
- Elective #11 | 3
- Elective #12 | 3
- Elective #13 | 3
- Elective #14 | 3

### IMPACT Elective Requirement - Complete ONE in Spring of First Year

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 507</td>
<td>IMPACT360: Healthcare</td>
<td></td>
</tr>
<tr>
<td>BUS 522</td>
<td>IMPACT360: Strategic Valuation</td>
<td></td>
</tr>
<tr>
<td>BUS 535</td>
<td>IMPACT360: Catalyzing Social Impact</td>
<td></td>
</tr>
<tr>
<td>BUS 539</td>
<td>IMPACT360: Strategy Management</td>
<td></td>
</tr>
<tr>
<td>BUS 544</td>
<td>IMPACT360: Analytics</td>
<td></td>
</tr>
<tr>
<td>BUS 549</td>
<td>IMPACT360: Marketing Strategy (formerly GMSC)</td>
<td></td>
</tr>
<tr>
<td>BUS 552</td>
<td>IMPACT360: Operations</td>
<td></td>
</tr>
<tr>
<td>BUS 587</td>
<td>IMPACT360: Real Estate</td>
<td></td>
</tr>
</tbody>
</table>

### Global Requirement - Complete TWO of the Following by Graduation

- Must receive passing grade to receive credit. Audited or pass/fail electives do not count toward any graduation requirement
- Some core classes may be waived, however graduation hours requirement remains unchanged
- Enrollment is required for 4 consecutive semesters (summer excluded)
- Each semester must be 12 credits at a minimum
- All financial obligations to the university must be satisfied before candidates may graduate
- A degree application must be filed through OPUS
- Any student not attending graduation must request to graduate in absentia

### Minimum Credit Hours for Graduation

69
# Full-Time MBA Graduation Requirement Checklist for Goizueta Business School

## One-Year MBA Program - Class of 2018

### Core courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 500Y</td>
<td>Management Practic</td>
<td>4</td>
</tr>
<tr>
<td>BUS 501Y</td>
<td>Economics</td>
<td>1</td>
</tr>
<tr>
<td>BUS 512Y</td>
<td>Financial Reportin</td>
<td>2</td>
</tr>
<tr>
<td>BUS 520Y</td>
<td>Management Financ</td>
<td>2</td>
</tr>
<tr>
<td>BUS 531Y</td>
<td>Leading OrganizationsStrateg</td>
<td>2</td>
</tr>
<tr>
<td>BUS 540Y</td>
<td>Marketing Managemen</td>
<td>2</td>
</tr>
<tr>
<td>BUS 550Y</td>
<td>Data &amp; Decision Analytic</td>
<td>2</td>
</tr>
<tr>
<td>BUS 551Y</td>
<td>Process &amp; Systems Managemen</td>
<td>1</td>
</tr>
<tr>
<td>BUS 562Y</td>
<td>Leadership</td>
<td>2</td>
</tr>
<tr>
<td>BUS 671Y</td>
<td>Mid-Semester Module(Spring semester)</td>
<td>1</td>
</tr>
</tbody>
</table>

### Electives (may include G elective course)

| Elective #1 | 3 |
| Elective #2 | 3 |
| Elective #3 | 3 |
| Elective #4 | 3 |
| Elective #5 | 3 |
| Elective #6 | 3 |
| Elective #7 | 3 |
| Elective #8 | 3 |
| Elective #9 | 3 |
| Elective #10| 3 |

**TOTAL CREDITS: 49**

### Global Requirement - Complete ONE of the following by Graduation

- FIN 503: Global Macroeconomic Perspective
- FIN 529: Project Finance
- ISOM 553: Supply Chain Management
- ISOM 556: Analytics for e-Markets
- FIN 619: Information and Global Capital Market
- FIN 627: International Financ
- OAM 635: Multinational Firms & Strateg
- MKT 641: Marketing Seminar
- FIN 687: Global Derivatives Market
- Summer International Module (Colombi)
- International Mid-Semester Module
- Two Foreign Language Courses at Emory Colleg
- One Study Abroad Residency (Short Course)

- Must receive passing grade to receive credit. Audited or pass/fail classes do not count toward any graduation requirement
- Most Core Classes may be waived, however graduation hours requirement remainsunchanged
- Registration is required for 3 consecutive semesters
- Each semester must be 12 credits at a minimum
- All financial obligations to the university must be satisfied before candidates may graduate
- A degree application must be filed through OPUS
- Any student not attending graduation must request to graduate in absentia
- DPT and MD joint degree students follow this graduation requirement checklist
Full-Time MBA Graduation Requirement Checklist
Joint Degree MBA Program - entering fall 2017

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MBA Core and Elective Courses, including</strong></td>
<td></td>
</tr>
<tr>
<td>BUS 500 IMPACT</td>
<td>3</td>
</tr>
<tr>
<td>FIN 501 Economics</td>
<td>2</td>
</tr>
<tr>
<td>ACT 512 Financial Reporting &amp; Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FIN 520 Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>OAM 530 Leading Organizations and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MKT 540 Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>ISOM 550 Data &amp; Decision Analytics</td>
<td>3</td>
</tr>
<tr>
<td>ISOM 551 Process and Systems Management</td>
<td>2</td>
</tr>
<tr>
<td>BUS 591 Cornerstone</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total for First Year Core Classes</strong></td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spring First Year Core Classes</strong></td>
<td></td>
</tr>
<tr>
<td>OAM 561 Leading with Emotional Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>BUS 571 - Mid-Semester Module Spring First Year: International or Atlanta</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total for Spring First Year Core Classes</strong></td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Spring First Year Elective Classes</strong></td>
<td></td>
</tr>
<tr>
<td>- Elective #1 (IMPACT Elective)</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #2</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #3</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #4</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #5 (optional to take in Spring First Year or Second Year)</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total for Spring First Year Elective Classes</strong></td>
<td>18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Second Year Courses (include Elective #5 if necessary)</strong></td>
<td></td>
</tr>
<tr>
<td>BUS 671 - Spring Second Year: International or Atlanta (optional)</td>
<td>(0 - 1)</td>
</tr>
<tr>
<td>- Elective #6</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #7</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #8</td>
<td>3</td>
</tr>
<tr>
<td>- Elective #9</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total for Second Year Courses</strong></td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Minimum Credit Hours for Graduation</strong></td>
<td>53</td>
</tr>
</tbody>
</table>

**IMPACT Elective Requirement - Complete ONE in Spring of First Year**
- BUS 507 - IMPACT360: Healthcare
- FIN 522 M - IMPACT360: Strategic Valuation
- OAM 535 M - IMPACT360: Catalyzing Social Impact
- OAM 539 M - IMPACT360: Strategy Management
- MKT 544 M - IMPACT360: Analytics
- MKT 549 M - IMPACT360: Goizueta Marketing
- ISOM 552 M - IMPACT360: Operations
- FIN 587 M - IMPACT360: Real Estate

**Global Requirement - Complete TWO of the Following by Graduation**
- FIN 503 G: Global Macroeconomic Perspectives
- FIN 529 G: Project Finance
- ISOM 553 G: Supply Chain Management
- ISOM 556 G: Analytics for e-Markets
- ACT 619 G: Information and Global Capital Markets
- FIN 627 G: International Finance
- OAM 635 G: Multinational Firms & Strategy
- MKT 641 G: Marketing Seminar
- ISOM 658 G: Business, Econ & Psychology Topic: Political Violence & Terrorism
- FIN 687 G: Global Derivatives Markets
- International Mid-Semester Module
- Second International Mid-Semester Module
- Two Foreign Language Courses at Emory College
- One Study Abroad Residency (Short Course 3 credits)
- Second Study Abroad Residency (Short Course 3 credits)
- One Semester Study Abroad Residency (Counts for TWO G requirements)
- Approved International Class at another Emory program
- Approved International Class at another Emory program

- Must receive passing grade to receive credit. Audited or pass/fail electives do not count toward any BUS graduation requirement
- Most Core Classes may be waived, however graduation credit requirement remains unchanged
- Registration is required for 3 full-time semesters
- Each BUS semester must be 12 credits at a minimum
- All financial obligations to the university must be satisfied before candidates may graduate
- A degree application must be with both degree programs. Students will submit their application through OPUS if they are registered in the Business School
- Any student not attending graduation must request to graduate in absentia
Satisfactory Academic Progress Policy – Graduate Business

Federal regulations require that students receiving financial assistance maintain satisfactory academic progress. The Office of Financial Aid is required to monitor a student aid recipient’s academic progress. Aid recipients must meet certain quantitative and qualitative measures and complete their programs within a maximum time frame. All students who receive financial aid, whether from federal, state or Emory-funded sources, must be enrolled degree candidates in good standing to retain financial aid awards. Academic records will be evaluated each semester as follows.

Grade point average (GPA), time to degree completion, and percentage of courses passed will be evaluated at the conclusion of each semester. Students must meet the following minimum grade requirements to meet satisfactory academic progress standards.

- **Two-Year MBA:**
  - At End of 1st Semester - Not more than three grades of Low Performance (LP) or lower, not to include more than one grade of No Credit (NC).
  - Cumulative at End of 2nd Semester - Not more than four grades of Low Performance (LP) or lower, not to include more than two grades of No Credit (NC).
  - Cumulative at End of 3rd Semester - Not more than five grades of Low Performance (LP) or lower, not to include more than two grades of No Credit (NC).
  - Cumulative at End of 4th Semester - Not more than five grades of Low Performance (LP) or lower, not to include more than two grades of No Credit (NC).

- **One-Year MBA:**
  - At End of 1st Semester - Not more than three grades of Low Performance (LP). No Credit (NC) grades are not allowed.
  - Cumulative at End of 2nd Semester - Not more than four grades of Low Performance (LP) or lower, not to include more than one grade of No Credit (NC).
  - Cumulative at End of 3rd Semester - Not more than five grades of Low Performance (LP) or lower, not to include more than one grade of No Credit (NC).

- **Evening MBA:**
  - At End of 1st Semester – Not more than one grade of Low Performance or lower.
  - Cumulative at End of 2nd Semester – Not more than two grades of Low Performance or lower, not to include more than one grade of No Credit.
  - Cumulative at End of 3rd Semester - Not more than three grades of Low Performance or lower, not to include more than one grade of No Credit.
  - Cumulative at End of 4th/5th/6th - Not more than four grades of Low Performance or lower, not to include more than one grade of No Credit.
  - Cumulative at End of 7th/8th Semester or more - Not more than five grades of Low Performance or lower, not to include more than two grades of No Credit.

- **Weekend Executive MBA and Modular Executive MBA:**
  - Term 1/Residency 1 - Not more than two grades of Low Performance (LP) or lower, not to include more than one grade of No Credit.
  - Term 2/Residencies 2-3 - Not more than three grades of LP or lower, not to include more than one grade of No Credit.
  - Term 3/Residencies 4-5 - Not more than four grades of LP or lower, not to include more than one grade of No Credit.
- Term 4/Residencies 6-7 - Not more than four grades of LP or lower, not to include more than one grade of No Credit.
- Term 5/Residencies 8-10 - Not more than four grades of LP or lower, not to include more than one grade of No Credit.

Any student who fails for two successive semesters to pass two-thirds of the hours taken shall be automatically excluded regardless of any previous average.

All students are expected to complete their degree programs within a maximum time frame. The maximum time frame for graduate students is 150% of the hours required to complete their degree program. Time to degree completion is calculated for all credit hours for which the student enrolls or receives credit at Emory and any of the following grades are assigned: DS, HP, PS, LP, NC, Satisfactory and Unsatisfactory. A course assigned an Incomplete, In Progress or Withdrawal is also counted toward attempted credits. Audited classes are not considered attempted credits.

- Two-Year MBA: Must complete degree within 104 attempted units based on a 69 unit degree requirement.
- One-Year MBA: Must complete degree within 74 attempted units based on a 49 unit degree requirement.
- Evening MBA: Must complete degree within 83 attempted units based on a 55 unit degree requirement.
- Weekend Executive MBA: Must complete degree within 77 attempted units based on a 51 unit degree requirement.
- Modular Executive MBA: Must complete degree within 81 attempted units based on a 54 unit degree requirement.

**Monitoring Eligibility: Disqualification, Probation, Suspension and Conditions of Reinstatement**

Students whose academic records fall below the minimum standards stated above will be disqualified from receiving future financial aid payments. Disqualified students may be approved to receive financial aid after successfully appealing their case. Students who successfully appeal are placed on Probation. During the probationary period students remain eligible for financial aid. Students who, at the conclusion of the probationary period, are making satisfactory academic progress will have their financial aid reinstated unconditionally for the next award term. Students on probation are not permitted to receive grades of F, U, W, WF, WU, I, IF, IU, LP, or NC. Students who receive aid on probation and fail to meet probationary conditions will be ineligible for future financial aid payments. Students who become ineligible for financial aid or fail to meet probationary terms can re-establish their eligibility by attending classes at their own expense or with the help of private resources from outside the University. Once minimum standards are met, financial aid funding may be reinstated.

An appeal for extenuating circumstances should be submitted by the first day of class for the semester you are appealing to ensure adequate time to prepare for any impact to the student account. Failure to submit your complete appeal by this date may result in your probationary term being postponed to a future semester.

A Satisfactory Academic Progress Appeal Form should be submitted with supporting documentation of any mitigating circumstances that negatively impacted academic progression. Please contact your financial aid advisor if you have questions specific to your case.

Generally, the Office of Financial Aid will only approve one appeal per academic degree. This policy may be waived on a case-by-case basis where extenuating circumstances can be documented.
Frequently Asked Questions

1. What is Satisfactory Academic Progress?

   Satisfactory Academic Progress is the method in which the University tracks the movement of successful and timely completion of degree requirements associated with programs of enrollment. Students must maintain satisfactory academic progress to receive financial aid.

2. How is Satisfactory Academic Progress measured?

   There are qualitative and quantitative measurements. The qualitative measurement tracks the number of deficient grades, Low Performance (LP) and No Credit (NC). The quantitative component consists of your attempted credit hours and completion rate.

3. How often is Satisfactory Academic Progress calculated?

   Satisfactory Academic Progress is calculated each semester following the posting of grades.

4. Are summer enrolled hours included in the calculation for attempted credits?

   Yes, all attempted credits including those credits attempted in summer semester are included in the calculation for maximum attempted hours.

5. What happens if I withdraw from a class? Are hours withdrawn from included as “attempted” in the Satisfactory Academic Progress calculation?

   Yes, classes withdrawn from resulting in a W, WF, or WU are counted in the Satisfactory Academic Progress calculation as attempted hours.

6. I have received a warning email from the Office of Financial Aid regarding my Satisfactory Academic Progress status. What should I do?

   This email is provided to students who may be in danger of falling below minimum standards. Students may wish to review their course or program plans with their academic advisor after becoming familiar with the policies for continuation.

7. I have been notified by the Office of Financial Aid that I have been disqualified because my academic record does not meet minimum standards. What options do I have?

   You may submit an appeal which details your circumstances and addresses a corrective action plan. Please refer to the Satisfactory Academic Progress Appeal Form for additional details on this process.
Withdrawals and Leaves of Absence

Complete Withdrawal and Refund Policy

Students who wish to completely withdraw from the Full-Time MBA program will be subject to Emory University’s Complete Withdrawal Policy, as outlined below.

- A student may completely withdraw from Emory with permission from the appropriate school dean (the Associate Dean of the Full-Time MBA program in this instance). Unofficial withdrawal results in 100 percent forfeiture of tuition. When officially withdrawing, the student may be eligible for a refund of payments depending upon the date of withdrawal.
- Refunds are only processed for complete withdrawal. Financial aid awards that pay part or all of the student charges are prorated accordingly. Refunds for federal (Title IV) aid recipients will be prorated in accordance with federal regulations.
- No refunds are issued until all semester charges are paid in full.
- Students who completely withdraw are eligible for tuition and fee adjustments according to the Emory University Tuition and Fee Adjustment Schedule. This schedule may be found on the Student Financial Services website at the following link:

  http://www.emory.edu/studentfinancials/Deadlines.htm

Leave of Absence Policy

Petitions by students to suspend their studies for a defined period of time must be made to the Associate Dean of the MBA Program. The parameters of such a leave must be clearly defined, as should the timeline for return, in the process of completing the Leave of Absence form available from the Registrar’s Office.

- After absence for one or more semesters (except summer), any student who was in good academic standing at the end of his or her last prior semester of enrollment is eligible for readmission for up to two years.

To initiate readmission a student must contact the Full-Time MBA Program Office. Students will be permitted to pre-register for the semester for which they are readmitted, provided the request for readmission is received at least one month before pre-registration begins. Readmission does not carry with it the awarding of transfer credit for work done at another college or university while a student is away from Emory.
Transcripts

Transcripts are ordered through OPUS. Only students and alumni are allowed to request transcripts from Emory University.

If you are requesting transcripts in advance of the end of the semester, you may need to select to hold the transcript until the semester's grades are posted.

All transcripts are mailed through regular US Postal mail unless you select the express mail option. This is strongly suggested for all international addresses.

For students enrolling after August 1, 2013, there will be a $70 transcript fee that is assessed in OPUS the first semester of the program.

http://www.registrar.emory.edu/Students/Transcripts/index.html
Emory University offers the Emory Payment Plan (EPP) as an alternative method for paying tuition, room, and board for fall, spring and summer semesters. The plan allows academic expenses not covered by scholarships, loans, or other financial aid to be paid in four equal installments for fall/spring terms and three equal installments for summer term. Some specific charges, (i.e. fraternity dues) are not eligible for the plan. There is also a $60 nonrefundable fee, per semester, to apply for the payment plan. This fee is applied to the second payment of the plan.

You can enroll in the Emory Payment Plan and make a payment online using the "Payment Options" and "Enroll in Payment Plan" menu options under My Account on OPUS. This is the easiest and fastest way to complete your financial obligation.

Your payment must be received by the due date to avoid any additional late fees.

**EPP Payment Terms**

Please note the installment payment due dates below:

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st installment due by the registration payment due date</td>
<td>1st installment due by the registration payment due date</td>
<td>1st installment due by the registration payment due date</td>
</tr>
<tr>
<td>2nd installment due by September 25th</td>
<td>2nd installment due by February 25th</td>
<td>2nd installment due by June 25th</td>
</tr>
<tr>
<td>3rd installment due by October 25th</td>
<td>3rd installment due by March 25th</td>
<td>3rd installment due by July 25th</td>
</tr>
<tr>
<td>4th installment due by November 25th</td>
<td>4th installment due by April 25th</td>
<td></td>
</tr>
</tbody>
</table>

To avoid a finance charge, payments must be received by the twenty-fifth of the month in which they are due. Delinquent student account obligations may be reported to a credit bureau. Late payments may affect the student's eligibility for future participation in the plan.

**Summer Payment Plan Eligibility:**

Only students who are enrolled the whole Summer term at the beginning of Summer semester, i.e. defined as either the “regular” Summer term session or both the 1st and 2nd sessions, will be eligible to enroll in the Emory Payment Plan for Summer term. Students not enrolled under this definition will not qualify to participate in the EPP for Summer terms and will not find the option offered to them in OPUS.

Students wanting to participate in the Emory Payment Plan for Summer semester will need to be sure they have enrolled in classes for the whole summer, before going online to request the EPP. In addition, they must pay the registration payment on time for the Summer semester, by the payment deadline, in order to qualify and have the Emory Payment Plan installments and fee billed monthly for the subsequent installments.

**Policies**

- Emory Payment Plan (emory-payment-plan.aspx)
- Financial Holds/Cancellation (financial-holds-Cancellation.aspx)
- Returned Payments (returned-payments.aspx)
- Complete Withdrawal (complete-withdrawal.aspx)
- Student Communication Policy (policies_em.aspx)
Deadlines

Fall 2018

If you are prescheduled for Fall Semester by July 7, 2017 a billing statement will be generated for you during the week of July 10th. Students will receive an email notification that their billing statement is available on OPUS for viewing and printing. Email will be the only notification process for billing. Billing statements are not mailed. The payment due date is August 14, 2018.

If you pre schedule after July 7, 2017 OPUS will be your only source for billing information. Your charges will be calculated when you register and you can determine the amount you owe by viewing your OPUS account. (The navigation is View Your Account-Summary then Item Details for Fall 2018).

Payment Guidelines:
Payment for any semester is due approximately ten days before the official start of the term. If you are enrolling during the late registration period or drop/add session for your school, payment in full is due on that day. If payment is not made by the end of the drop/add session, your course schedule will be cancelled. There is not a payment plan for the summer sessions.

Emory Tuition/Fee Adjustment Schedule
Please note: The dates on this schedule reflect those used for Emory College to determine the tuition adjustments made for a complete withdrawal. Since several schools have different start dates (Oxford, Grad Arts and Sciences, Med School etc.) the adjustments made for students withdrawing from those schools will reflect the start date of that school, relative to the dates used below.

Fall 2018 Emory Tuition Adjustment Schedule:
Emory College, Undergrad Business School, and Oxford College, Allied Health, Graduate Business School, Graduate School, Nursing School, School of Public Health, and Theology School*

<table>
<thead>
<tr>
<th>On or before</th>
<th>Reduction Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/30/2018</td>
<td>100%</td>
</tr>
<tr>
<td>9/6/2018</td>
<td>80%</td>
</tr>
<tr>
<td>9/13/2018</td>
<td>60%</td>
</tr>
<tr>
<td>9/20/2018</td>
<td>40%</td>
</tr>
<tr>
<td>9/27/2018</td>
<td>20%</td>
</tr>
<tr>
<td>After 9/27/2018</td>
<td>0%</td>
</tr>
</tbody>
</table>

* Contact Student Financial Services at (404) 727-6095 for School of Medicine and special programs tuition and fee reduction percentage inquiries.

Law School:

<table>
<thead>
<tr>
<th>On or before</th>
<th>Reduction Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/28/2018</td>
<td>100%</td>
</tr>
<tr>
<td>9/4/2018</td>
<td>80%</td>
</tr>
<tr>
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<tr>
<td>9/25/2018</td>
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<tr>
<td>After 9/25/2018</td>
<td>0%</td>
</tr>
</tbody>
</table>

Copyright © 2017 Emory University - All Rights Reserved | 101 Bonfayulit Jones Center, Atlanta, Georgia 30322  
Site Map (site-map.aspx)
Returned Payments

If a payment (paper check or ACH) fails to clear, a $25 fee is assessed to the student's account. If the returned payment is for an initial registration payment, the student may have his classes canceled. Students/parents are urged to contact Student Financial Services immediately if they have a returned payment (NSF, incorrect account number, etc.) After three returned payments, the student/parent will be required to make further payments with cash, cashier's check, or money order. A hold may also be placed on the cashing of personal checks at the cashier's office.

Payments made through the Emory OnLine payment system can only be made from standard checking and savings accounts. Credit card checks or checks associated with a line of credit or a brokerage account will not be accepted. If an online payment is returned, a $25 service fee is posted to the student account and the attempted payment is reversed. An enrollment hold may also be placed on the student account until the balance has been paid.

Policies

Emory Payment Plan (emory-payment-plan.aspx)
Financial Holds/Cancellation (financial-holds-Cancellation.aspx)
Returned Payments (returned-payments.aspx)
Complete Withdrawal (complete-withdrawal.aspx)
Student Communication Policy (policies_em.aspx)
Student Resources

Athletics
Learn about the many athletic programs offered by Emory University.
http://www.go.emory.edu

Campus Life
The Division of Campus Life serves most facets of student life outside the classroom with a mission to enhance and strengthen the university as a community of learning through programs, activities, services, and facilities.
http://www.emory.edu/CAMPUS_LIFE/

Counseling Center
The Student Counseling Center provides free, confidential counseling for enrolled undergraduate, graduate and professional students at the university. Consultation, outreach and educational workshops are provided.
http://www.emory.edu/SCOUNSEL/

Disability Services
The Office of Disability Services (ODS) assists qualified students in obtaining a variety of services (i.e., alternative testing, notetaking, interpreting, advocacy, mobility/transportation, etc.) and ensures that all matters of equal access, reasonable accommodation, and compliance are properly addressed.
http://www.odsememory.edu/

Evening MBA Program Office works closely with students and their faculty to assist in ensuring reasonable accommodation for those who need assistance.

Financial Aid
The Office of Financial Aid helps students bridge the gap between the resources they have and the resources needed to attend Emory University. The office operates with the primary objective of assisting as many students as possible by providing access for all qualified individuals.
http://www.emory.edu/STUDENTFINANCE/graduate_professional/business/how-to-apply-evening-returning.php

Health Services
The Office of Student Health Services empowers students to take responsibility for their health and to complement the academic mission of the university by providing unified services that are comprehensive, accessible and result in a healthy campus culture.
http://www.emory.edu/UHS/

Library
The Goizueta Business Library is located on the second floor of the main Robert W. Woodruff Library building, located near the Quad next to Bowden Hall. The library offers spaces for project group work and quiet study with full wireless Internet access and collaborative technologies, including an interactive smart board. Remote access to the Library's databases delivers research tools to the user anytime, anywhere. An experienced team of business librarians provides research consultations and training and email reference assistance to help the Goizueta Business School community make the most effective use of library resources. For more on the Goizueta Business Library and the research support the business librarians provide see - http://business.library.emory.edu/

The main Woodruff Library building is often open 24 hours for group or quiet study. For more information on library hours as well as information on all the libraries on campus see this website - http://web.library.emory.edu/.

Multicultural Programs & Services
The Office of Multicultural Programs and Services provides programs and services to enhance academic success and promote culturally diverse activities that create an appreciation for racial and cultural diversity.
http://www.emory.edu/MULTICULTURAL/index.htm

Registrar's Office
The Office of the Registrar maintains student records and provides students with a number of related services such as academic transcripts, processing all degree applications, certifying attendance and academic performance on behalf of the student for the purpose of loans, discounts, professional examination, etc.
http://www.registrar.emory.edu/

Religious Life
The Dean of the Chapel and Religious Life works with staff representing various religious traditions on Emory's Atlanta and Oxford campuses to develop an extraordinarily diverse program that provides ample and creative opportunities for enhancing Religious Life on campus through worship, service, education, and undergraduate and graduate student organizations.
http://www.emory.edu/REL_LIFE/

During Rosh Hashanah and Yom Kippur, services are held for the Emory community and tickets are available free of charge for students through Emory Hillel.
http://www.emoryhillel.org/studentgroups/religiouslife.cfm

Student Financial Services
Student Financial Services provides billing, collection and servicing for Emory University. The primary goal of the office is to provide quality financial services to students, alumni and employees.
http://www.emory.edu/studentfinancials/
FACILITIES

Goizueta is located on the main campus of Emory University, located in the Druid Hills section of unincorporated DeKalb County, Georgia, a suburban community near Atlanta. Also located on the main campus are Emory College of Arts and Sciences and all graduate and professional schools, including the Law and Medical schools. Other key buildings on campus include the Dobbs University Center (DUC), the Woodruff PE Center (WOODPEC), and the Woodruff Library, which contains the Goizueta Business Library.

Main campus is about a 15-minute drive from downtown and midtown Atlanta as well as the Buckhead area. The Atlanta metropolitan area, with more than 5.5 million people, is the ninth largest in the country and home to the world headquarters of corporations such as The Coca-Cola Company, The Home Depot, AT&T Mobility, UPS, Delta Air Lines, and Turner Broadcasting. Atlanta has the country’s fourth-largest concentration of Fortune 500 companies, and over 75 percent of Fortune 1000 companies have business operations in the metropolitan area.

Goizueta Business School occupies two buildings on main campus. The Goizueta Business School and the Goizueta Foundation Center.

Completed in 1997, Goizueta Business School’s east wing houses nine case classrooms, seminar rooms, faculty offices, meeting spaces and an auditorium. It is LEED certified. Completed in 2005, the 90,000 square foot Goizueta Foundation Center for Research and Doctoral Education houses areas for PhD students, Executive MBA classrooms, the MBA Career Management Center, and conference and breakout rooms. The Balser Art Collection, a collection of art including original works by Andy Warhol, Pablo Picasso and Salvador Dalí, is located throughout the center. The building is "gold" certified by the LEED green building program. The Patterson Green, the main courtyard enclosed by the Foundation Center, and the Jenkins Courtyard offer students a space to relax in between classes and is the site of some social events for the Goizueta community.

Research Centers

The Social Enterprise Center aims to apply business acumen and market-based solutions.

The Marketing Analytics Center provides a forum for students, faculty, and industry representatives to share the latest decision making tools in the field of marketing analytics. The center hosts an annual conference.

The Emory Center for Alternative Investments focuses on developing research and information, providing education and building community with respect to areas of alternative investments including private equity, hedge funds, venture capital, and real estate.

GOIZUETA BUSINESS LIBRARY

The Goizueta Business Library, affiliated with the Goizueta Business School and Emory University Libraries, is located on the entrance level of the Robert W. Woodruff Library. The student will find space for group work and quiet study along with wireless service, Macs, PCs, color printers, scanners and SMART boards. Over 60 remote access business databases, an expanding collection of scholarly and
popular business books, as well as over 60,000 full-text online journals, provides the student with the authoritative sources s/he needs to succeed at Goizueta. An experienced team of business librarians offers research consultations, instruction and email reference assistance to help the student make the most effective use of library's resources.

An array of classes is taught by professional librarians each semester on topics ranging from finance to marketing to competitor analysis. Being familiar with the business library databases will help the student complete class projects efficiently and effectively.

THE BUSINESS WRITING CENTER

The BWC employs several consultants and serves approximately 1,000 students each year. During the Fall and Spring semesters, the BWC is open Monday through Thursday at Emory's Goizueta Business School.

MAKE AN APPOINTMENT

To sign up for an appointment, please visit the BWC during our hours of operation or visit our online calendar. If you are not already logged into the Goizueta Business Network, you will be prompted to login using your GBS network username and password.

All clients must bring a hard copy and the assignment prompt, and must arrive on time.

In addition, all clients must read and agree to the BWC Policies & Expectations (below).

BWC POLICIES

The BWC offers three types of consultations:

- Appointments will secure 30-minute meeting time with a BWC Consultant, who is a graduate student or an experienced business professional, or a BWC Tutor, who is a BBA student.
- Walk-ins are more flexible opportunities to meet with a BBA Peer Tutor who has completed the BUS365 course and possesses exceptional composition skills.
- Video conferences (via skype) are only available for students currently studying abroad. To establish a video conference, please contact the BWC Manager via email: aclar31@emory.edu.

Any student may use no more than one (1) hour of appointments per day.

Any student may use no more than two (2) appointments per week (totaling 1 hour per week).

If a student does not arrive within ten (10) minutes of his or her appointment's start time, he or she will be considered a "no-show."

If a student cancels his or her appointment less than two (2) hours before the appointment start time, he or she will be considered a "no-show."

If a student fails to appear for his or her appointment, he or she will be considered a "no-show."
If a student is a "no-show" twice within a given semester, that student may lose the privilege of making appointments with the BWC, in order to accommodate students in good standing. The student may continue to hold walk-in appointments.

Make an appointment well in advance of your project deadline. You will need time to incorporate feedback from your consultant into your assignment, and you may discover the need for multiple appointments.
### Academic Calendars

#### FULL-TIME MBA ACADEMIC CALENDAR

For MBA Class of 2019, see Sections A, B, C calendars

**MBA Class of 2019**

**Fall 2018**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event/Description</th>
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</thead>
<tbody>
<tr>
<td>August 28</td>
<td>Keystone</td>
</tr>
<tr>
<td>August 29</td>
<td>Fall Term Electives Begin</td>
</tr>
<tr>
<td>September 4</td>
<td>Labor Day (no classes)</td>
</tr>
<tr>
<td>September 5</td>
<td>Add/Drop/Swap Ends</td>
</tr>
<tr>
<td>September 27-28</td>
<td>NBMBAA Career Expo (no classes)</td>
</tr>
<tr>
<td>October 9-10</td>
<td>Fall Break</td>
</tr>
<tr>
<td>September 28-29</td>
<td>No Class Due to Career Fair</td>
</tr>
<tr>
<td>November 19-23</td>
<td>Thanksgiving Break</td>
</tr>
<tr>
<td>December 4</td>
<td>Fall Term Elective Classes End</td>
</tr>
<tr>
<td>December 10-14</td>
<td>Fall Term Exam Week</td>
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</table>

**MBA Classes of 2019 & 2020**

**Spring 2019**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event/Description</th>
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<tbody>
<tr>
<td>January 7-11</td>
<td>Washington Campus (MBA19 only)</td>
</tr>
<tr>
<td>January 12-13</td>
<td>IMPACT360 Project Immersion</td>
</tr>
<tr>
<td>January 14</td>
<td>Spring Term Classes Begin</td>
</tr>
<tr>
<td>January 21</td>
<td>MLA Holiday (no classes)</td>
</tr>
<tr>
<td>February 28-March 8</td>
<td>Add/Drop/Swap Enlds</td>
</tr>
<tr>
<td>March 11-15</td>
<td>Mid-Semester Modules (dom &amp; int)</td>
</tr>
<tr>
<td>April 29-May 2</td>
<td>Spring Break</td>
</tr>
<tr>
<td>May 11</td>
<td>MBA Elective Classes End</td>
</tr>
<tr>
<td>May 13</td>
<td>MBA Exams</td>
</tr>
<tr>
<td>May 11</td>
<td>IMPACT Showcase Day</td>
</tr>
<tr>
<td>May 13</td>
<td>Graduation Awards Ceremony</td>
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<tr>
<td>May 13</td>
<td>Graduation</td>
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**Fall 2018**

<table>
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<td>Fall Term Exam Week</td>
</tr>
</tbody>
</table>

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https://community.bus.emory.edu/program/FullTimeMBA/Academics/Pages/Academic-Calendars.aspx
Overview (index.html)  

Student Government Association  
(ftp://sga.emorylife.org/)  

Graduate Student Government Association  
(ftp://emory.orgsync.com/)  

Employee Council  
(ftp://www.employeecouncil.emory.edu)  

Faculty Council  
(ftp://facultycouncil.emory.edu)  

University Senate  
(ftp://www.senate.emory.edu)  

Please follow the links below for more information about the deans of Emory's nine schools.  

Erika H. James  
(ftp://goizueta.emory.edu/aboutgoizueta/leadership/dean.html)  
Roberto C. Goizueta Business School  

Douglas A. Hicks  
(ftp://oxford.emory.edu/a-distinctive-place/welcome-from-the-dean/biography/)  
Oxford College  

James W. Curran  
(ftp://whsc.emory.edu/home/about/leadership/bio-james-curran.html)  
Rollins School of Public Health  
Michael A. Elliott  
(ftp://college.emory.edu/main/administration/leadership/index.html)  
Emory College of Arts and Sciences  
David S. Stephens, interim  
(ftp://med.emory.edu/administration/leadership/dean_ead/stephens.html)  
School of Medicine  
Jan Love  
(ftp://www.candler.emory.edu/faculty/faculty-bios/love.cfm)  
Candler School of Theology  
Linda McCauley  
(ftp://www.nursing.emory.edu/about/dean.html)  
Neil Hudson Woodruff School of Nursing  
James B. Hughes, Jr., interim  
(ftp://law.emory.edu/about/message-from-dean.html)  
School of Law  
Lisa A. Tedesco  
(ftp://www.gs.emory.edu/about/dean.html)  
James T. Laney School of Graduate Studies  

UNIVERSITY GOVERNANCE  

President's Leadership Council  
(ftp://president.emory.edu/)  

University Trustees  

Academic Deans  
(ftp://academic_deans.html)  

Organization Chart  
(ftp://documents/emory_president/index.html)  

University Bylaws  
(ftp://bylaws.html)  

University Charter  
(ftp://charter.html)  

Faculty Council Bylaws (PDF 120K)  
(ftp://facultycouncil.emory.edu)  

University Senate Bylaws (PDF 124K)  
(ftp://www.senate.emory.edu)  

Ethical Principles  
(ftp://provost.emory.edu/stra)
Semester Exchange

Global Options include short courses to full academic semesters (or year).

Qualifications:
- be enrolled in the MBA Program at Emory University's Goizueta Business School;
- have at least a B average in courses;
- be in good academic standing;
- disclose any Honor Council or Student Conduct charges, violations, or outstanding cases;
- have not been suspended, expelled, or put on disciplinary probation at any college including Emory.

Application:
Students going for 1 semester must complete a 1 - 2 page essay about your reasons and goals for studying abroad and submit a resume. If the program selected has more applicants than spaces, the host school will be contacted to see if additional spaces are available. If not, priority will be given to students with the strongest academic record at Goizueta.

An on-line application requesting school selections and passport information must be completed for all applicants. Initial applications for the next semester abroad are due no later than Goizueta's registration for that semester. Later applications will be reviewed if they meet the individual school deadlines and there is space available.

Credits:
Student attending for a full semester receive the equivalent of a semester at Goizueta - 15 credits. Others are evaluated by the ECTS system. One 3 credit course at Goizueta is 6 ECTS. Any required courses (leadership or MSM) are waived for students abroad.

Grading:
Grading is done by the school issuing the transcript. For most study abroad options, this is the host school. If the host school issues a transcript, then the Emory transcript will show the credits as Satisfactory/Unsatisfactory. To show your complete academic history for your MBA, you will need transcripts from each school that issues grades. You must have your official transcripts sent to Emory to receive credit.

Financial Aid:
For Semester Abroad, tuition and living expenses are based on Emory’s budget. If the cost of living is higher at the host school, students may apply for a budget adjustment with appropriate documentation. Also, travel expenses may qualify for a budget adjustment. Tuition and scholarships remain the same as students pay Emory for those.

There is one scholarship awarded to students who are studying abroad: the Paul Rosensweig Global Exchange Fellowship.

Brochures are available from the MBA Program Office.

<table>
<thead>
<tr>
<th>School (Green: shorter term)</th>
<th>Location</th>
<th>Notes</th>
<th>Web</th>
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<tbody>
<tr>
<td>Universidad Torcuato Di Tella</td>
<td>Argentina (Buenos Aires)</td>
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<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
</tr>
<tr>
<td>WU</td>
<td>Austria</td>
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<tr>
<td>Melbourne Business School</td>
<td>Australia (Melbourne)</td>
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<td><a href="http://eafe.fgv.br/en/internacional/i-want-study-eafe/introductory">EAFE homepage</a></td>
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<tr>
<td>FGV - EBAPE</td>
<td>Brazil (Rio de Janeiro)</td>
<td>2 spaces (9 - 12 credits)</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
</tr>
<tr>
<td>PUC</td>
<td>Chile (Santiago)</td>
<td>5+ spaces (3 - 12 credits)</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
<td>Fudan</td>
<td>China (Shanghai)</td>
<td>2 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<td>Costa Rica</td>
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<td>Copenhagen Business School</td>
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<td>Finland (Helsinki)</td>
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<tr>
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<td>2 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
</tr>
<tr>
<td>EBS</td>
<td>Germany (Oestrich-Winkel)</td>
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<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
<td>WHU</td>
<td>Germany (Vallendar)</td>
<td>2 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<td>CEU</td>
<td>Budapest, Hungary</td>
<td>1-2 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
<td>HKUST</td>
<td>Hong Kong</td>
<td>1-3 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
<td>Recan</td>
<td>Business School</td>
<td>Israel (Tel Aviv)</td>
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<tr>
<td>Bocconi</td>
<td>Italy (Milan)</td>
<td>1-2 spaces</td>
<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
<td>IPADE</td>
<td>Mexico (Mexico City)</td>
<td>2 spaces</td>
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<tr>
<td>ITAM</td>
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<td><a href="http://www.wu.ac.at/en/programs/incoming-students/">PIM Network Website</a></td>
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<tr>
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<tr>
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<td>UK</td>
<td>2</td>
<td>(London)</td>
</tr>
</tbody>
</table>

January (overlaps with ACE on campus electives and Washington Campus Jan Session)

- *Doing Business in Israel* (Waiting on 2019 dates) last year: 10 days - December 27, 2017 to January 4, 2018
- Nicaragua (Waiting on 2019 dates) last year: 7 days - Jan 8-14, 2018
- *PUC Electives* - Chile (5 - 28 days)
- *UTDT Electives* - Argentina (3 - 17 days)

March (Overlaps with GALA and Washington Campus Mar Session) You must still complete an MSM in addition to these programs.

- *Doing Business in Mexico* (7 days during Spring Break)

May

- *Doing Business in Israel* (10 days)
- *Cologne Automotive* - Germany (12 days)
- *WISE* - Germany (12 days)
- *EBS* - Germany (3 weeks)
- *Peking Doing Business in China* (2 weeks)
- *India* (3 weeks) (Still waiting on information)

June/July

- *HHL* - Germany (2 weeks)
- *Vienna* (3 weeks)
- *Fudan* - Shanghai, China
- *NUS* - Singapore (6 or 12 weeks)
- *Copenhagen* (6 weeks)
- *Peking Doing Business in China* (2 weeks)
- *India* (3 weeks) (Still waiting on information)

August

- *Brazil* - Rio (7 days) (August 13 - 17)
- *Vienna* (3 weeks)

Date Varies

- *WITS* - South Africa
- *CEU* - Hungary

https://community.bus.emory.edu/program/FullTimeMBA/Global-Options/Pages/Semester-Exchange.aspx
Abroad Short Courses

For Information on Application Process, Registration and Costs: https://community.bus.emory.edu/program/fullTimeMBA/Global-Options/Pages/Short-Course-App.aspx

Start the application process apply for May - August Programs on February 1.

January (overlaps with ACE on campus electives and Washington Campus Jan Session)
- January Program Options 2017.xlsx
- Doing Business in Israel (10 days - December 28, 2016 to January 5, 2017)
- Nicaragua (7 days - Jan 1 - 8, 2017)
- PUC Electives - Chile (5 - 28 days)
- UTDT Electives - Argentina (3 - 17 days)

Summer details available in January
- Mexico (tentative - overlaps with GA LA and Washington Campus Mar Session)
  - Doing Business in Mexico (7 days during Spring Break)
  - Doing Business in Argentina (7 days during Spring Break)

May
- Doing Business in Israel (10 days)
- Cologne Automotive - Germany (12 days)
- WHU - Germany (12 days)
- FGV - Rio, Brazil (7 days - Jan 15 deadline)
- EBS - Germany (3 weeks)
- Peking Doing Business in China (2 weeks)
- India - (3 weeks)

June/July
- HHL - Germany (2 weeks)
- Vienna (3 weeks)
- NUS - Singapore (5 or 12 weeks)
- Copenhagen (6 weeks)
- Peking Doing Business in China (2 weeks)
- India - (3 weeks)

August
- Fudan - China (7 days)
- Cologne CISU - Germany (2 sessions; 2 weeks)
- Vienna (3 weeks)

Date Varies
- WITS - South Africa
- CEU - Hungary
Grading Policy

GRADING SYSTEM AND ACADEMIC STANDING

Effective for students entering the M.B.A. program May 1994, or later, the following five tiered grading system is used:

- **Distinction (OS)**
- High Performance (HP)
- Performance Standard (PS)
- Low Performance (LP)
- No Credit (NC)

MBA students do not receive numeric or letter grades, a quality point average, or class ranking. The grade of Distinction represents only exceptional work and the grade of High Performance represents work of commendable nature. Therefore, it is suggested that grades of Distinction be limited to 15% enrollment in Core courses, 18-20% in elective courses, and that grades of High Performance and Distinction in combination not exceed 50% of total enrollment in Core courses, 50-60% in elective courses. Additionally, the faculty suggests that a range of 45% to 10% be an appropriate average of Distinction, High Performance, and Low Performance in Core courses. In elective courses, the appropriate average distribution for the LS grade would be no more than 5%. Recognizing that many times the appropriate distribution for a course would be 0%.

There is no established baseline translating descriptive grade terms to conventional letter grades or grade point averages, and an attempt to make such a translation from the accompanying transcript would be inappropriate and may be misleading. However, we recognize that in certain cases, outside parties may need to do so for comparison purposes. Comparable graduate programs employing the letter grade system typically consider a grade of B or better to be passing work. Our (PS) grade represents the pecified performance standard and would therefore clearly indicate that a student is achieving at this level. Descriptive crenentials of the grades are outlined below.

**Distinction (OS)**

An honors grade recognizing work or exceptional quality as evidenced by total mastery of all concepts and techniques; that student showed (through aptitude, ability, and ability to integrate and apply concepts and techniques) clearly above average ability to comprehend and apply assigned work.

H1.11th Performance (HP)

Work of a very good quality as evidenced by solid mastery of all concepts and techniques. The student shows consistent initiative and ability to comprehend and apply concepts and techniques and consistently demonstrate initiative and ability to assign work.

H1.11th Performance (HP)

Work of good quality as evidenced by solid mastery of most course concepts and techniques. The student shows initiative and ability to comprehend and apply concepts and techniques. The student sometimes fails to meet the Instructor's minimum performance expectations.

Low Performance (LP)

Work below standard or marginally acceptable quality. The student's mastery of the subject material is uneven and there may be some difficulty in understanding and appropriately applying concepts and techniques. However, overall performance meets the Instructor's minimum performance expectations.

No Credit (NC)

Work of unacceptable quality. The student demonstrates little understanding and great difficulty in applying concepts and techniques. The student fails to meet the Instructor's minimum performance expectations.

Satisfactory/Unsatisfactory (S/U)

lead Week modules are graded on a satisfactory/unsatisfactory basis. A grade of unsatisfactory (U) is considered the same as a grade of 0 on the transcript. A grade of satisfactory (S) is considered the same as a grade of 60% on the transcript. No other courses may be taken on a S/U basis.

**Aditlltio**

Students currently enrolled in the MBA program may audit classes with permission of the Instructor. Any class that had a waitlist at the end of the drop/add period may not be audited. Grades audited, whether MBA or College classes, do not satisfy any degree requirements. Students have two weeks from the first day of the semester to change a class or from an audit status. To withdraw to audit status, bring permission of instructor to the Goizueta Registrar's office or the MBA Program Office. Students must pay for all courses that are audited at the same rate as for courses in which they earn credit. Any officially audited course is not counted in determining full/part time status. A mark of AU is recorded on the student's transcript.

Incomplete (I)

The notation I (Incomplete) is recorded when a student has been granted permission by an instructor to defer the final exam or another part of the course work. Such permission is granted only for illness or other emergency and must be secured from the instructor in writing. If a copy provided to the Business School Registrar. If the I is not resolved by the end of the following semester (or within twelve months if the student is no longer enrolled), a grade of NC will replace the Withdrawal (W, WF, WU)

The notation W (withdrawal) is recorded when a student withdraws with the Instructor's permission prior to the end of the term. Withdrawal from a course must be requested on a formal withdrawal slip signed by the Instructor and submitted to the Business School Registrar. After the official drop/add period, a student may withdraw from a class with the instructor's permission at any time prior to the beginning of the final examination period for the term. During the first 6 weeks of the withdrawal period, the Instructor will assign a grade of either W (withdrawal) or WF (withdrawal failing), depending on the student's academic performance prior to withdrawal. Withdrawal from a course must be requested on the official withdrawal form signed by the instructor and submitted to the Student Academic Services (Business School Registrar). During the fall and spring semesters, students who wish to withdraw from all classes for which they are enrolled are eligible for a refund depending upon the date of withdrawal. During the summer semester, students who wish to withdraw from one or more courses are eligible for partial refund. Financial aid awards which pay part or all of the student's charges are prorated accordingly. Generally, tuition refunds decrease by 20% per week, during the fall and spring semesters, students who wish to withdraw from all classes for which they are enrolled are eligible for a refund on a prorated basis. There are no refunds after the fifth week of the semester. Summer semesters have similar refund schedules determined on a prorated basis.
Grading Policy - Emory Goizueta Business School Intranet

Updated Spring 2013

Continuation Standards:
To continue in each program, a student must meet the following criteria:

Two-Year Program
At End of First Semester
Not more than three grades of Low Performance (LP) or lower, not to include more than one grade of No Credit (NC).
Cumulative at End of Second Semester
Not more than four grades of Low Performance (LP) or lower, not to include more than two grades of No Credit (NC).
Cumulative at End of Third Semester
Not more than five grades of Low Performance (LP) or lower, not to include more than two grades of No Credit (NC).

One-Year Accelerated Program
At End of First Semester
Not more than three grades of Low Performance (LP). No Credit (NC) grades are not allowed.
Cumulative at End of Second Semester
Not more than four grades of Low Performance (LP) or lower, not to include more than one grade of No Credit (NC).
Cumulative at End of Third Semester
Not more than five grades of Low Performance (LP) or lower, not to include more than one grade or No Credit (NC).
Grading Appeals Process

Process for Grade Appeals and Other Student Grievances
Revised April 28, 2010

The policies outlined below provide guidance to students seeking an appeal to a grade they have received in a course, or to bring forward other grievances. If you have any questions about this at all, please feel free to ask anyone in the MBA Program Office for clarification or advice on how to bring forward any concerns you might have.

Academic issues/grade appeals:
1. The appeal should be put in writing to the faculty member with stated reasons for the request. If still unresolved:
2. The student, in consultation with the Program Director, should forward the same information with any relevant new information to the Area Coordinator for that faculty member's academic area. If still unresolved:
3. Forward the same information with any relevant new information to the Vice Dean. This is the final appeal.

The faculty member responsible for the course in question has primary authority to determine his /her response to a grade appeal. A grade appeal at higher levels is viewed as a request for an overruling of the faculty member's decision and is therefore reviewed based on the following criteria:

1) Faculty member calculated the grade incorrectly;
2) Faculty member graded in a manner that is contradictory to what was stated on the syllabus;
3) Student is graded in a manner that is inconsistent with the rest of the class and unfairly disadvantages him or her.

Other concerns:
Students who wish to file a complaint that does not fall within the jurisdiction of an academic area, the honor code or the conduct code should first discuss the concern with the appropriate personnel in the Program Office. Depending on the nature and/or complexity of the complaint, program staff may choose to address the issue with appropriate parties or to share the grievance with the Program Director for further review and discussion. Given reasonable time to address the issue raised, if students are not satisfied with the response from program staff, they should present their grievance in writing to the Program Director for review and response.

Students who are not satisfied with the resolution through these channels, or who believe the grievance cannot be resolved satisfactorily through these channels, may present their grievance in writing to the Vice Dean. Upon receipt of the written grievance, the Vice Dean will appoint an Ad Hoc Grievance Committee consisting of two faculty or staff members and one student who are not involved in the situation. The Grievance Committee will independently review the written complaint. If necessary, the Grievance Committee may request meetings or additional information from the grievant and/or others. On the basis of information gathered, the Grievance Committee will make a recommendation to the Vice Dean, providing supporting documentation. The Vice Dean will determine the legitimacy of the grievance and any further action to be taken. The Vice Dean will inform the student and the Grievance Committee of the final determination.

Documentation and records of any appeals shall be sent to the Vice Dean and will be maintained in the faculty member’s file in the Dean’s Office.
Curricular Practical Training

STEP-BY-STEP PROCEDURES
FOR CURRICULAR PRACTICAL TRAINING
FOR MBA STUDENTS

Curricular Practical Training (CPT) is a form of work authorization for students whose degree programs require certain training as an integral part of their established curricula. This is a part of the authorization for international students studying and working in the US. You can only participate in CPT after two semesters (30 weeks) of full-time enrollment.

You can only do CPT during your program, and it requires a specific position (paid or unpaid) that is directly related to your field of study. It’s authorized for one semester at a time.

For complete information, check the ISSS website:

http://www.emory.edu/isss/students/employment_and_training/curricular_practical_training.html

FIRST: You will need to email your offer letter that meets the listed requirements to Harriet Ruskin so the offer can be reviewed to be sure it fits the academic degree. Sample documents are available in the menu to the right.

- on company letterhead
- company name, title and short job description
- location where you will work including street address and zip code
- full-time or part-time (during academic semesters, part-time only limited to 20 hours per week)
- start and end dates
- contact information for person at the organization

SECOND: After you have emailed your letter to Harriet, you will need to enroll in BUS 696 for the term when you are participating in CPT. You will need to complete the BUS 696 requirements as a part of the program at Emory. Registration for the summer term is open in April. You will register for 1 credit. It is an S/U graded course.

THIRD: Go to ISSS Link to enter your information and upload your offer letter. Harriet will approve it.

FOURTH: When you get the email from ISSS, go there to pick up your revised I20.

FIFTH: You will be automatically charged tuition from Emory for the summer. The tuition fee will be removed, but you will need to pay the summer fees. If it is during the academic school year, there is not a fee associated with this.

SIXTH: Remember that you will have a paper due at the end of the term in which you are enrolled.

For the final step in satisfying the BUS 696 CPT course requirement is to submit a paper regarding your experience. Using the STAR (Situation, Task, Action, Result) format, describe three or four experiences from this experience. The paper should be 3 to 6 pages and is due by the first week of the following semester or before graduation (which ever occurs first). Please send it electronically to Harriet.Ruskin@emory.edu in word titled: first_last_BUS696.doc The BUS 696 class is one credit, Satisfactory/Unsatisfactory and the credit does not count towards your electives or core courses.
GOIZUETA HONOR CODE

INTRODUCTION
Members of the Roberto C. Goizueta Business School community are committed to values of honor, integrity, and accountability. We will not use dishonest means to gain unfair advantage in the academic arena, nor will we tolerate anyone who does so.

RESPONSIBILITY TO REPORT ACADEMIC DISHONESTY
1. Academic dishonesty is a corrosive force at any University. Apathy or acquiescence in the presence of academic dishonesty is not a neutral act. It undermines the bonds of trust and honesty between members of the community and defrauds those who may eventually depend on our knowledge and integrity.

All members of the University community, students, faculty, and staff share the responsibility and authority to challenge and report acts of apparent academic dishonesty. Any member of the University community who has witnessed an apparent act of academic dishonesty, or has information that reasonably leads to the conclusion that such an act has occurred or has been attempted, has the responsibility to inform the faculty member in the class involved or the Honor Council promptly in writing.

DEFINITIONS OF ACADEMIC DISHONESTY
2. ACADEMIC DISHONESTY is any conduct which involves dishonesty in academic work or which enables a student to obtain an unfair advantage in academic matters. Academic dishonesty includes, but is not limited to:
   a. CHEATING: intentionally using or attempting to use unauthorized materials, assistance, information, or study aids in any academic exercise,
   b. FABRICATION: intentional and unauthorized falsification or invention of any information or citation in an academic exercise,
   c. PLAGIARISM: intentionally or knowingly representing the work, words or ideas of another as one's own in any academic exercise,
   d. LYING: Intentionally giving false information to or intentionally misleading anyone in connection with any academic matter, and
   e. FACILITATING ACADEMIC DISHONESTY: intentionally or knowingly helping or attempting to help another to violate any provision of this Code or obstructing an Honor Code investigation.
APPLICABILITY

3. All students enrolled in any program or course at the Goizueta Business School are required to conduct themselves in a manner consistent with the Honor Code. It is the responsibility of each student to acquaint himself or herself with the Honor Code. Failure to do so is not a defense to its application to all students.

4. On all graded assignments, no assistance or collaboration is permitted unless expressly authorized by the instructor. Students who are not clear on what assistance is permitted should contact the instructor directly.

5. Letters informing both graduate and undergraduate students of their acceptance at the Goizueta Business School, appointment letters for members of the faculty, as well as the Goizueta Business School web site shall contain a short statement concerning the role of the Honor Council, as well as the obligation of all members of the Goizueta Business School community to promote the highest standards of academic integrity. Enrollment in any course at Goizueta Business School constitutes acceptance of the Honor Code.

HONOR PLEDGE

6. As a reminder of the commitment everyone in the Goizueta community has made to academic integrity, the student should write and sign the following pledge on examinations and major academic exercises, unless specifically exempted by the instructor:

I will not lie, cheat, fabricate, plagiarize or do anything to gain unfair academic advantage, and I will report anyone who does so.

Failure to sign the pledge is not an honor offense, but neither is it a defense in case of violation of this Code.

ROLES

7. The Honor Council has the following responsibilities and authority:

a. To increase awareness throughout the Goizueta community of the importance of academic integrity and promote an atmosphere of trust, integrity, and respect,

b. To receive complaints or reports of academic dishonesty from any source,

c. To advise and consult with faculty and administrative officers on matters pertaining to academic integrity at the University, including amendments and revisions to this code,

d. To investigate suspected Honor Code violations,

e. To serve as the judicial body for Honor Code violations,

f. To recruit new Honor Council members

8. Selection of the Honor Council: There shall be Honor Council comprised of 16 students and 5 faculty members of the Faculty Honor Code Committee. The Honor Council is composed of full-time graduate and undergraduate students in good academic standing. They shall be selected on a staggered, bi-annual basis.

a. Four members representing the graduate student body and 4 members representing the undergraduate student body shall be selected by way of interview and majority vote by the current student members of the Honor Council in attendance. This selection process shall take place in the second half of the Fall Semester before the commencement of the Final Exam period. Members selected in this way shall begin their terms January 1st of the following year and shall serve for one calendar year and may be reappointed for additional one-year terms the following year.

b. In addition, 3 members representing the graduate student body and 4 members representing the undergraduate student body shall be elected by majority vote of their respective student body.
This election process shall take place in the second half of the Spring Semester before the commencement of the Final Exam period. Elected members shall begin their terms the day after the last day of Final Exams in the Spring except as noted below. They shall serve for one calendar year and may be re-elected for additional one-year terms the following year.

c. In addition, 1 member representing the graduate student body from the One Year MBA Program shall be elected by majority vote of their respective student body. This election process shall take place in the summer prior to the end of the academic term. The elected member shall begin his/her term the day after the election. He/she shall serve until the commencement of the final exam period of the Spring Semester.

d. The Chair of the Honor Council shall be elected from the graduate student members of the Honor Council by way of majority vote of the Honor Council membership after the Spring Honor Council election. For purposes of selecting the new Chair, members elected in the Spring shall be considered eligible to run and vote. Members selected in the previous Spring that were not re-elected shall not be eligible to vote. If the Honor Council Chair was chosen by way of the Fall selection process the Chair’s term shall be extended until the end of the School year in the following Spring.

e. The five Faculty members of the Faculty Honor Code Committee (one member from each academic area) will be selected by Area Coordinators. The Chair of the Faculty Honor Code Committee will also serve as the faculty advisor to the Student Honor Council.

9. **Duties of the Chair:** When a case is referred to the Honor Council or a complaint is made, the Chair of the Honor Council will then carry out or delegate the following duties:
   
a. Initiate an Investigation,

b. Speak with or provide written notification of the charges to the accused student and the faculty member whose course is involved,

c. Appoint a member of the Honor Council to serve as the Advocate for the accused (see part 11 below),

d. Initiate an investigation of the charges to determine whether the case should proceed to a formal hearing (paragraph 21 below),

e. Inform the accused and the affected faculty member whether the results of the investigation require the case to proceed to a formal hearing,

f. For cases that proceed to a formal hearing, convene and preside over the Honor Hearing,

g. Communicate the results of the Honor Hearing to the Honor Code Administrator and the affected faculty member.

10. **Honor Code Administrator:**
   
The dean shall appoint an Honor Code Administrator whose duties include the following:

   a. Maintain all records concerning allegations of academic misconduct,

   b. Give advice to faculty and students about procedure and potential range of sanctions, and

   c. All other duties listed in this Honor Code.

11. **Role of the Advocate:** The accused student may be assisted by the Advocate appointed in part 9c above. The role of the Advocate will be limited to:

   a. Making brief opening and closing statements, as well as comments on appropriate sanctions,

   b. Suggesting relevant questions that the Honor Council Chair may direct to a witness,

   c. Providing confidential advice to the student.
Even if accompanied by an Advocate, the student must take an active and constructive role in the Honor Hearing. In particular, the student must fully cooperate with the Honor Board and respond to its inquiries without undue intrusion by an Advocate.

**PROCEDURES**

12. All records in academic dishonesty cases will be reported to and maintained in the office of the Honor Code Administrator in the Dean’s office.

13. Faculty members who suspect that a student has committed an act of academic dishonesty will contact the Honor Code Administrator to determine whether prior sanctions have been imposed on the student, and to determine whether the matter is suitable for informal resolution. If prior sanctions have been imposed, the case must be referred to the Honor Council for a hearing. If not, the faculty member may either use the less formal process described in paragraphs 14-18 or may refer the case to the Honor Council for a hearing. Hearing referral may be made in any case, but must be made if the student is subject to suspension or expulsion.

14. If the faculty member chooses to resolve the matter informally, the faculty member will give the student confidential, written notice, which sets forth the allegations of suspected academic dishonesty, and which refers specifically to this Code. Upon a timely request, the Honor Code Administrator will meet with the accused student in order to review pertinent procedures.

15. Within three days of the written notice, the faculty member will offer to meet with the student and separately with any others who may have information about the matter. The student will be allowed to present relevant evidence to the faculty member, and, at the discretion of the faculty member, may also be allowed to bring relevant witnesses. The faculty member will inform all with whom he or she discusses the matter that it is confidential, that each individual has a duty to keep confidential all facts and information related to the matter, and that any breach of this duty of confidentiality shall be considered a violation of the Honor Code.

16. Resolution of any such case by a faculty member is an informal non-adversarial matter. The faculty member may conclude no violation has occurred and will inform the Honor Code Administrator. If the faculty member determines that academic dishonesty has occurred, the faculty member may impose a course-related sanction such as assigning a lowered or failing grade on the assignment or in the course. The student’s admission may be considered a mitigating circumstance for purposes of sanctions. The faculty member should inform the student in writing of his/her decision and the course-related sanction to be imposed.

17. If the student disagrees with the proposed resolution in paragraph 16 the student may appeal to the Honor Council by sending a written request for a hearing to the faculty member and to the Honor Code Administrator. The case will then be referred to the Honor Council for disposition.

18. If the student does not appeal the resolution in paragraph 16, the faculty member will notify the Honor Code Administrator in writing of the details of the case. Course-related sanctions are not part of the student’s permanent academic file, but may be considered by the Honor Council in determining appropriate sanctions in a subsequent case.

19. The Honor Council has jurisdiction over any case of academic dishonesty that is referred directly to it, and over appeals pursuant to paragraph 17. In cases that are referred by someone other than a faculty member, the Council may choose to consult the affected faculty member to determine if the faculty member would prefer to informally resolve the case.

20. Upon notification of a suspected violation of the Honor Code, the Honor Council Chair shall appoint two Investigators from the Honor Council. The Investigators shall examine the allegations in the following manner:

   a. Interview and obtain a signed written statement from the person making the accusation (“Complainant”),
   b. Provide written notice to the accused of the exact nature of the accusation, along with a copy of the Honor Code.
   c. Interview the accused,
d. Interview other potential witnesses and review any documentary and physical evidence;

After completing the investigation, the Investigators shall submit a written statement to the Chair of the Honor Council recommending that the charges be dismissed or referred to an Honor Hearing.

HONOR HEARINGS

21. The purpose of an Honor Hearing is to determine whether the suspected act of academic dishonesty occurred. In keeping with the ultimate premise and justification of academic life, the duty of all persons at an Honor Hearing is to assist in a thorough and honest exposition of all related facts. The basis tenets of scholarship, full and willing disclosure, accuracy of statement, and intellectual integrity in hypothesis, in argument and in conclusion must always take precedence over the temptation to gain a particular resolution of the case. An Honor Hearing is not in the character of a criminal or civil legal proceedings. It is not modeled on these adversarial systems; nor does it serve the same social functions. It is an academic process unique to the community of scholars that comprise a University.

22. The Honor Hearing will be conducted by an Honor Board, consisting of six persons, five of whom will be voting members, selected as follows:
   a. Three students selected by the Honor Council Chair from among the Honor Council members. In the event the accused is a graduate student, then at least two of the student members shall be graduate students, and if an undergraduate, they will be undergraduate students.
   b. Two faculty members selected by the faculty chair from among the Faculty Honor Code Committee members. In the event the accused is a graduate student, then at least one of the persons selected shall regularly teach graduate students, and if an undergraduate, then they shall regularly teach undergraduates.
   c. The Honor Council Chair, who will preside over the Honor Hearing, but will not vote.

23. The Honor Council Chair will select the date, time and place for the Honor Hearing, and notify the accused in writing a minimum of seven (7) days prior to the proposed date of the Hearing. The notice shall include:
   a. Date, time and place of the Honor Hearing,
   b. The nature of the allegations against the Accused and of the evidence supporting the allegations in sufficient particularity to give an opportunity to the accused to prepare for the Honor Hearing.

The Honor Council Chair may adjust the scheduling of the hearing as appropriate under the circumstances or at the reasonable request of the accused. If the accused does not cooperate, the Honor Council Chair may recommend to the Honor Code Administrator’s office that the Registrar withhold the Accused’s grades, registration and degree until an Honor Hearing is held.

24. An Honor Hearing is a confidential investigation. It requires a deliberative and candid atmosphere, free from distraction. Accordingly, only the members of the Honor Board, the Investigators, the accused, and his or her Advocate may be present during the Honor Hearing, other than the complainant or a witness while testifying. The members of the Honor Board may conduct private deliberations at such times and places as they deem proper.

25. It is the responsibility of the person desiring the presence of a witness before an Honor Board to ensure that the witness appears. The appearance of an individual with relevant information is preferable to a written statement, but the latter may be accepted when the individual is unavailable. Any written statement must be dated, signed, and witnessed by a notary. The work of an Honor Board will not, as a general practice, be delayed due to the unavailability of a witness.

26. Witnesses may only be in attendance while providing testimony during the hearing. Prior to the Honor Hearing, the accused and the accused’s Advocate shall have the right to examine the evidence in preparation for a defense.
27. Presentation of evidence shall ordinarily proceed in the following sequence, although the Honor Council Chair has the authority to change the sequence as he/she deems appropriate. The following steps, however, have been found to be efficient, and are generally recommended:

a. The Investigators, and then the accused or the accused’s Advocate, summarize the matter before the Honor Board, including any relevant information or arguments.

b. The Investigators present and question persons having knowledge of the incident, and offer documents, materials, or witnesses bearing on the case. The accused and all members of the Honor Board may question any person giving testimony. Formal rules of evidence shall not be applicable. The Honor Council Chair may admit any matter into evidence which has probative value and may exclude unduly repetitious or irrelevant evidence.

c. The Honor Board may ask the accused any relevant questions. The Honor Board may also request any additional material or the appearance of other persons they deem appropriate.

d. The Investigators, and then the accused or the accused’s Advocate, may make brief closing statements. Then the Investigators, the accused, and the accused’s Advocate are dismissed from the Honor Hearing.

e. The Honor Board meets privately to discuss the case, and reaches a finding by a majority vote. The Honor Board will not conclude that a student has attempted or engaged in an act of academic dishonesty unless, after considering all the information before it, a majority believes that such a conclusion is supported by clear and convincing evidence. If this is not the case, the Honor Board will dismiss the charge of academic dishonesty.

28. If the Honor Board finds that an act of academic dishonesty did occur, it will recommend an appropriate sanction to the Honor Code Administrator. The Honor Board will use precedent and best judgment to recommend an appropriate penalty for the violation of academic dishonesty. The normal sanction for a first offense shall be a grade of "XF" in the course, but the Honor Board may impose a lesser or more severe sanction in appropriate cases. A grade of “XF” shall be defined as, “Failure to pass due to Academic Dishonesty.”

29. After being found guilty of a second Honor Code violation, the accused will receive a recommended punishment from the Honor Board of expulsion in all but exceptional cases.

30. After concluding its deliberations, the Honor Council Chair shall promptly advise the Honor Code Administrator in writing of the Honor Council’s findings, conclusions, and recommendations for penalty and will include all documentary and physical evidence before the Honor Board. Because the Honor Board offers recommendations not final decisions, the Honor Code Administrator of the Goizueta Business School must either approve or disapprove the Honor Board final recommendation in order for the case to be concluded. The Honor Council Administrator may impose the sanction recommended or sanctions of greater or lesser severity. Once decided, the Honor Code Administrator should promptly notify Honor Council Chair, the student and affected faculty member in writing of the outcome of the case and, if applicable, the sanction imposed.

APPEALS

31. The Honor Code Administrator’s decision in Part 30 is final unless within 10 business days after the Administrator’s written decision is sent to the student, the student notifies the Honor Council Chair and the Honor Code Administrator in writing of the intention of filing an appeal. The appeal should then be made to the Dean of the Goizueta Business School within 5 additional business days in writing from the time the Administrator is notified of the intention to appeal. The appeal should include specific information about why the decision of the Honor Code Administrator is in error.

CONFIDENTIALITY

32. Except as described in paragraphs 12-18, all members of the Honor Council and all individuals who are contacted in the course of an investigation by the Honor Council, or who are or will become witnesses at an Honor Council hearing, have a duty to keep confidential all facts and information related to any Honor Council matter. No one may discuss with or disclose to anyone outside the
Honor Council and its faculty advisor any facts or information related to Honor Council matters. Any conduct or consultation undertaken by Honor Council members in the performance of their duties under this Code shall not be considered a breach of confidentiality. All deliberations of the Honor Council shall be kept confidential. Any violation of this confidentiality is considered a violation of the Honor Code. All information pertaining to a Hearing will be documented and stored in a confidential file. The information in this file may only be disclosed to members of the Honor Council, the Honor Code Administrator and the Dean.

AMENDMENT

33. This Code can be amended by a majority vote of the faculty and of the students who participate in a Code amendment referendum.

FOOTNOTES

{1} This Code comes in large part from the Model Code of Academic Integrity found in Gary Pavela, “Applying the Power of Association on Campus”, volume 24 Journal of College and University Law, summer 1997. Special Recognition is given to Gary Pavela, Director of Judicial Programs and Student Ethical Development, University of Maryland, and author of the Model Code of Academic Integrity.
Emory University is an institution dedicated to providing educational opportunities for its students, transmitting and advancing knowledge, and providing a wide range of services to both students and the general community. To accomplish these objectives and responsibilities requires that the University be free from violence, threats, and intimidation; protective of free inquiry and dissent; respectful of the rights of others; open to change; supportive of democratic and lawful procedure; and dedicated to intellectual integrity and the rational approach for the resolution of human problems.

The tradition of the University as a sanctuary of academic freedom and center of informed discussion is an honored one, to be guarded vigilantly. The basic significance of that sanctuary lies in that protection of intellectual freedoms: the rights of professors to teach; of scholars to engage in the advancement of knowledge; of students to learn and express their views.

Because of these objectives, the University community is necessarily pluralistic and its constituent elements varied and diverse. A system is necessary to provide the proper balance between the academic freedoms allowed by a member of the University and his or her responsibility as a citizen of the University community. For this purpose, and in accordance with the bylaws of the University, the President of the University has defined the interests of the University community to be promoted and protected by such a system and has delegated to the Dean of Goizueta Business School the responsibility of designing and maintaining a conduct code.

The Goizueta Business School Graduate Code of Conduct (Code) may be reviewed annually and changes require the approval of the Dean of the Goizueta Business School (Dean) and the Chair of the Conduct Council (Chair). Provisions of this Code may be revised, supplemented, or amended at any time by action of the appropriate Goizueta Business School authorities approved by the Dean.
COVERAGE

The Goizueta Business School Graduate Code of Conduct is the University's policy regarding non-academic conduct offenses of graduate MBA students in the Goizueta Business School. Academic discipline of students is not covered by this Code, but rather falls within the jurisdiction of the Goizueta Honor Code.

BASIC EXPECTATIONS/INHERENT AUTHORITY

The primary purpose for the imposition of non-academic discipline in the University setting is to protect and preserve the quality of educational environment in the campus community. This purpose entails several basic expectations:

a. That the University community assumes high standards of courtesy, integrity, and accountability in all of its members.

b. That each student is accountable for his/her conduct and that continuation as a student is conditional upon compliance with the requirements of student conduct expressed or implied in this Code.

c. That matters of alleged misconduct that fall under this Code will be handled under this Code.

The University reserves the right to take necessary and appropriate action to protect the safety and well being of the campus community. Accordingly, in emergency situations, the Dean has full authority to deal with student conduct according to the exigencies of the emergency and for its duration.

The University is not designed or equipped to rehabilitate students who do not abide by this Code. It may be necessary to remove those students from the campus and to sever the institution's relationship with them, as provided in this Code.

CONFIDENTIALITY

Students' conduct records are confidential and will not be released outside the University without the student's specific written permission, except as provided by Emory University policy or applicable law.

DEFINITIONS

When used in this Code:

1. The term complainant can be used to refer to a person, a group, an entity, or the University. When the complainant is a group, the University, an entity, or a single person may be appointed by that body to represent it.

2. The term consent is defined as freely given agreement by a competent person. A person is incompetent to give consent when that person is under such incapacity that he or she does not appreciate the nature of the consent. Additionally, consent is defined in the University’s Sexual Misconduct Policy 8.2 (http://policies.emory.edu/8.2).

3. The term days means calendar days.

4. The term distribution means giving, selling, or exchanging.

5. The term group means a number of persons who are associated with each other who have not followed University requirements for recognition as an organization.

6. The term hearing body means any person(s) authorized by the Dean to hold a disciplinary hearing, to determine whether a student has violated the Code, and to impose sanctions. This term includes the Goizueta Conduct Council.
7. The term **Conduct Officer** means any person(s) authorized by the Chair to have preliminary meetings, conduct investigations, hold conduct hearings, and determine whether a student has violated the Code as well as recommend sanctions. This term includes the Chair of the Conduct Council.

8. The term **organization** means a number of persons who have followed the University requirements for recognition.

9. The terms **notify in writing** or **transmit in writing** mean to mail (U.S. or campus) written notice to the student’s most recent address of record, to hand deliver written notice to the student in person, or to send via electronic mail.

10. The term **sexual conduct** is defined in the University’s Sexual Misconduct Policy, Policy 8.2 (http://policies.emory.edu/8.2).

11. The term **student** means any person pursuing undergraduate or graduate studies at the University. At the discretion of the Dean, the term may be extended to mean: (1) a person not currently enrolled who was enrolled in the fall, spring, or summer term preceding the alleged violation, or (2) a person who, while not currently enrolled, has been enrolled in Emory University and is reasonably anticipated to seek enrollment at a future date, or (3) a person who has applied or been accepted for admission to Emory University and may reasonably be expected to enroll.

12. The terms **University** and **institution** mean Emory University.

13. The term **University premises** means buildings or grounds owned, leased, operated, controlled, affiliated with, or supervised by the University.

14. The term **University-sponsored activity** means any activity, on or off campus that is initiated, aided, authorized, or supervised by the University.

15. The term **weapon** means any object or substance designed to inflict a wound, cause injury or incapacitate, including, but not limited to, all firearms, pellet guns, BB guns, switchblade or gravity knives, clubs, blackjacks or brass knuckles, or ice picks.

16. References to the Dean of Goizueta Business School include his or her designee.

**VIOLATIONS OF THE LAW AND THIS CODE**

Students may be accountable to both external law enforcement authorities and to the University for acts that constitute violations of the law and this Code. Those accused of violations of this Code are subject to the University disciplinary proceedings outlined in this Code independent of whether criminal, civil, or other University proceedings regarding the same conduct are pursued. It is not a defense to a University disciplinary proceeding outlined in this Code that criminal charges, civil actions, or other University proceedings regarding the same incident are pending may be initiated, or have been terminated, dismissed, reduced, or not yet adjudicated. The University will refer matters to federal, state, and local authorities when appropriate.
PROHIBITED CONDUCT

Each Goizueta MBA student may be subject to this Code whether misconduct occurs on University premises, at University-sponsored activities, or at any location off-campus when such conduct is brought to the attention of the University. It is neither possible nor necessary to specify every instance of misconduct that could result in disciplinary action against a student. The following list includes, but is not limited to, conduct which may subject a student to disciplinary action.

a. Attempting, assisting, or encouraging any conduct prohibited by this Code.

b. Causing physical harm to any person, or causing reasonable apprehension of such harm.

c. Disorderly or indecent behavior, including destroying or damaging University property or the property of others.

d. Engaging in conduct directed at a specific person or persons that seriously alarms or intimidates such person or persons and that serves no legitimate purpose. Such conduct may include: explicit or implicit threats, including gestures that place a person in reasonable fear of unwelcome physical contact, harm or death; following a person about in a public place or to or from his or her residence; making remarks in a public place to a specific person that are by common usage lewd, obscene, expose a person to public hatred, or that can be reasonably expected to have a tendency to cause acts of violence by the person to whom the remark is addressed; or communicating anonymously by electronic mail or voice mail or graphic means or making a telephone call anonymously whether or not a conversation ensues.

e. Violations of the University’s Sexual Misconduct Policy, Policy 8.2 (http://policies.emory.edu/8.2). Policy 8.2 applies to each of Emory’s schools, including to the students of the Goizueta Business School. Policy 8.2 sets forth a centralized reporting, investigation and grievance/conduct process for allegations of sexual misconduct pursuant to Title IX of the Education Amendments of 1972 (Title IX). Policy 8.2, which is administered through the office of Emory’s Title IX Coordinator for Students, shall apply in the principal instance to address sexual misconduct allegation(s) in matters where the accused individual is a student.

Although each student is also bound by the provisions of Goizueta Business School’s conduct code, any investigation and adjudication pursued under Policy 8.2 shall take precedence over the school’s separate conduct code or honor code provisions. If there are multiple violations implicated by a reported incident (e.g., a violation of Policy 8.2 in addition to a violation of an individual school policy), the student/respondent may either be subject to multiple conduct proceedings, depending on the particular facts involved, or, upon the student’s request or request by the Title IX Coordinator for students, consent to a single proceeding under Policy 8.2, wherein all charges are adjudicated in one forum. At all times, however, Goizueta Business School shall retain jurisdiction over any alleged violations of the school’s conduct and honor codes, even if a conduct process is initially pursued against the responding student under Policy 8.2. Moreover, if a student is ultimately found not to have violated Policy 8.2, the student may still be subject to separate disciplinary proceedings under Goizueta Business School’s conduct code. To the extent that there may be any conflicts between the Goizueta Business School’s conduct code or policies and Policy 8.2, the provisions of 8.2 shall govern allegations of sexual misconduct.

f. Violations of the University's Equal Opportunity and Discriminatory Harassment Policy (http://policies.emory.edu/1.3). Alleged violations of Policy 1.3 are handled pursuant to the provisions of that policy.

g. Initiating or causing any false report, warning, or threat of fire, explosion or other emergency.

h. Misrepresenting information or furnishing false information, such as on a resume or cover letter, to the University or its representatives or members of the community or potential employers.

i. Forgery, alteration, misrepresentation, counterfeiting, or misuse of any University or other document, instrument of identification, or access device.
j. Unauthorized distribution of alcoholic beverages or possession of alcoholic beverages for the purposes of distribution.

k. Possession or use of alcoholic beverages by an individual under 21 years of age; or providing alcoholic beverages to an individual under 21 years of age or to one who is noticeably intoxicated. Possession or consumption of alcohol in the public areas of the residence halls is also prohibited.

l. Unauthorized possession of an open container of an alcoholic beverage.

m. Taking any action or creating any situation that endangers another's mental or physical health or involves the forced consumption of liquor or drugs for the purpose of initiating into or affiliation with any organization or group.

n. Appearing in a public place manifestly under the influence of alcohol or a controlled or other intoxicating substance, particularly when there is danger to self, others, or property or there is unreasonable annoyance to person(s) in the vicinity.

o. Unauthorized distribution, possession, or use of any controlled substance or distribution, possession, or use of any illegal drug.

p. Unauthorized use, possession, or storage of any weapon.

q. Unauthorized use or possession of fireworks or incendiary, dangerous, or noxious devices or materials.

r. Unauthorized presence on or use of University premises, facilities, or property (including but not limited to, appearing on University property in violation of a request or order not to appear, camping, building a fire, or use of an unauthorized heating, cooking, or electrical device).

s. Intentionally or recklessly misusing or damaging fire or other safety equipment.

t. Theft or misuse of property or services on University premises, at University-sponsored activities, or from University organization(s) or group(s), or knowing possession of stolen property or use of stolen services on University premises, at University-sponsored activities, or from University organization(s) or group(s).

u. Substantially interfering with the freedom of expression of others.

v. Disregarding or failure to comply with the directive of a hearing body or University official, including a campus police officer acting in the performance of his or her duties.

w. Disruption of University or other computer systems (e.g. spamming); unauthorized alteration, disclosure, gaining or providing unauthorized access; or destruction of University or other computer systems or material; improper access to University or other computer files and systems; or violation of copyright or proprietary material restrictions connected with University or other computer systems, programs, or materials.

x. Violation of any government laws or ordinances, or of any University or individual school rules, regulations, or policies.

y. Falsification, distortion, or misinterpretation of information before a hearing body.

z. Disruption or interference with the orderly conduct of disciplinary hearing proceedings.

bb. Knowingly instituting disciplinary proceedings without cause or in bad faith.

dd. Attempting to discourage an individual's proper participation in, or use of, the disciplinary system.

ee. Attempting to influence the impartiality of a member of a disciplinary body prior to or during the course of the disciplinary proceeding.
ff. Harassment (verbal or physical) or intimidation of a member of a disciplinary body, a witness, or any other participant in a conduct proceeding, prior to, during or after a disciplinary proceeding.
gg. Knowingly violating the terms of any disciplinary sanction imposed in accordance with this policy.
hh. Influencing or attempting to influence another person to commit an abuse of the disciplinary system.
ff. Violating confidentiality provisions with respect to Honor or Conduct Code cases.

STUDENT CONDUCT HEARING BOARDS

Goizueta Conduct Council:
The Goizueta Conduct Council is established to hear non-academic, graduate student conduct cases from the Goizueta Business School. The Goizueta Conduct Council is composed of:
a. a Chair, appointed by the Dean, who shall be a faculty or staff member, but not a voting member of the Council, except in cases of a tie;
b. two voting faculty or staff members, one of whom serves as a recording secretary during hearings;
c. two voting graduate student members.

There shall be a pool of Council members. The pool of faculty or staff members shall be from the Business School, and approved by the Dean. The pool of graduate students shall be from the Business School, appointed by the Dean. The Council must have a minimum of three members present in order to convene. If alternates are not available from the pool of Council members and a quorum cannot be reached, substitutes may be appointed as described above.

Goizueta Conduct Appeal Board:
The Goizueta Conduct Appeal Board will be established, when needed, to hear appeals from cases heard by any hearing body. The board shall be composed of:
a. two voting faculty or staff members from the Business School, approved by the Dean.
b. one voting graduate student appointed by the Dean.

Substitutes may be selected as described above.

CONDUCT PROCEDURES

Anyone wishing to report an alleged incident of misconduct under this Code may make such report to the Dean or Director of Program. The Dean or Director of the Program will forward the report to the Chair of the Conduct Council. A determination whether action should be taken in response to a report will be made by the Chair. If it is determined that further action should be taken, the case will be assigned to a Conduct Officer by the Chair or the Chair may serve as the Conduct Officer.

The Dean's Office will notify the student in writing that he or she must make an appointment for a preliminary meeting within five (5) days of the date on the written notice. Failure to schedule or attend this preliminary meeting will automatically result in formal charges as described below.

The Conduct Officer will hold a preliminary meeting with the accused student to review the report as well as ascertain the accused student's perspective of the incident. The Conduct Officer will refer the student to the Goizueta Graduate Code of Conduct. In this meeting, the accused student will be asked to decide whether or not s/he wishes to accept responsibility for having violated the Code of Conduct.

If the accused student accepts responsibility for having violated the Code of Conduct and thereby waives the option of a hearing, the Conduct Officer shall recommend appropriate sanction(s).
If a student does not accept responsibility to having violated the Code of Conduct, the Conduct Officer will conduct an investigation to determine if the matter should proceed to formal charges, or if it can be disposed of administratively by agreement of the parties involved on a basis acceptable to the Conduct Officer.

If the matter is not resolved, the Conduct Officer will then meet again with the accused student and present the student with a letter stating the formal charges. A copy of documents relevant to the case will be given to the accused student and the complainant at least seven days in advance of the hearing. These formal charges will be referred for a hearing and a copy of documents relevant to the case will be forwarded to the appropriate hearing body. The Goizueta Conduct Council serves as the hearing panel to determine the appropriate sanction(s), if any.

In cases pertaining to student organizations, the president shall represent the organization during all conduct proceedings.

If an accused student or organization fails to respond to any notification in writing concerning the conduct process, the case will be automatically referred to a hearing with the Goizueta Conduct Council.

The University reserves the right to place a "hold" on the diploma, degree certification, official transcripts, or registration of a student who has been charged with a conduct violation under this Code even though he or she may have completed all academic requirements. The diploma, degree certification, official transcripts, or registration may be withheld until the conduct charges have been resolved and/or sanctions as well as other conduct obligations completed.

HEARING PROCEDURES

The Chair or Conduct Officer may require any student of the University to attend and/or testify at any hearing or meeting regarding a conduct matter that is covered under this Code. The Dean or Chair may request faculty or staff members to attend and/or testify at a hearing or meeting or furnish a written statement.

Notification in writing of a hearing before a Conduct Officer, or the Goizueta Conduct Council, as well as the date and time of this hearing will be sent to the student/organizational president at least seven (7) calendar days before the scheduled date of the hearing. At this hearing, a decision of "in violation" or "not in violation" will be made, based upon the available information and evidence presented at the hearing, with or without the accused being present. If it is determined that a violation has occurred, a sanction will also be determined and the student/organizational president will be notified in writing.

Whenever a hearing is to be held regarding an alleged incident of misconduct under this Code, the accused student/organizational president and the complainant, if any, shall be given at least seven (7) calendar days written notice of the charges alleged against the accused student and of the date, time, and place of the hearing.

The hearing shall be conducted by the appropriate hearing body (Conduct Officer) and all may require witnesses to testify at the hearing. Rules of evidence that apply in courts of law shall not apply in such hearings. The hearing shall be closed to everyone except the hearing body, appropriate staff, the accused student/organizational president, complaint, advisors to the accused student/organizational president and the complainant, as well as witnesses during the actual time of their testimony.

As used in the remainder of the Section and the following Section, references to the Conduct Council and the Chair shall also refer to the Conduct Officer.

The accused student/organizational president and the complainant may be assisted during a hearing by one advisor of his/her choice.

To protect the educational and non-adversarial nature of the conduct process, guidelines for participation of advisors will be strictly enforced. In general, participation of advisors is only allowed on behalf of accused students or complainants during formal hearing proceedings. Requests to have advisors present during
other elements of the conduct process may be granted at the discretion of the Director of Student Conduct. At all times, advisors must follow the guidelines for their participation.

The term advisor is defined as a current member of the Emory University community: faculty, staff, or student, who provides assistance to an accused student or complainant at that student's request during a formal hearing. The role of the advisor is to support the student. An advisor may not play an active role such as giving statements or questioning witnesses. An advisor may not speak for or on behalf of the student. A student may consult with his/her advisor during breaks in the hearing, or an advisor may make whispered or written comments to the student during the hearing, provided such comments do not interfere with the hearing process.

Both the complainant and the accused student/organizational president are allowed to:

a. Be present at the hearing until such time as the hearing body retires to deliberate the decision. However, if either the accused student/organizational president, complainant, or the advisor fails to appear at the hearing, the hearing may be held in the absence of either, all, or both.

b. Present tangible and documentary evidence; and evidence by witness, or by signed written statements of witnesses who do not attend the hearing, including the signed written statements of the complainant or the accused. If witnesses fail to appear, the hearing shall be held in their absence. It is the responsibility of the accused student and the complainant to notify any additional witnesses not called by the hearing body. Additional witnesses must have the prior approval of the Chair of the hearing body. All witnesses should be notified of the date, time, and place of the hearing.

c. Question all witnesses who give evidence at the hearing directly or through written questions presented through the Chair.

The Chair of the respective Council or Conduct Officer shall have final decision on what evidence may be presented and the tone of questioning. The Chair/Conduct Officer may decide to stop questions at any time.

HEARING DECISIONS - Conduct Officer, Goizueta Conduct Council

The Conduct Officer or Goizueta Conduct Council shall deliberate and decide whether the accused student/organization has violated the Code. These hearing bodies determine whether a violation occurred based on whether there is a preponderance of evidence. The hearing body may decide that the student/organization is in violation of a less serious offense than that originally charged. A determination that a student/organization has violated the Goizueta Graduate Code of Conduct requires a simple majority vote. In the case of a tie, the Chair shall cast the deciding vote.

If the finding of a violation is determined, the hearing body shall be provided with the record of any previous disciplinary proceedings in which the student/organization was found in violation. On the basis of the hearing and the student's/organization's previous record, a decision will be made regarding sanctions by a simple majority vote. In the case of a tie, the Chair shall cast the deciding vote.

Whether the Conduct Officer, or the Goizueta Conduct Council acts as the hearing official, a written decision will be issued in a reasonable time after the date of the hearing. This decision includes: 1) a statement of charges; 2) a summary of the facts in the case; 3) the decision; 4) a brief statement of the hearing body's reasoning; and, if a violation is found, 5) sanction(s).

All decisions of the Goizueta Conduct Council or Conduct Officer shall be reviewed for completeness by the Dean.

The accused shall receive written notice from the Dean's Office of the outcome of the hearing as described above and will also receive information on the option of an appeal. To the extent permitted by law, the complainant shall also receive written notice of the outcome of the hearing.
SANCTIONS - Conduct Officer, Goizueta Conduct Council

Sanctions are based upon the circumstances of the incident, seriousness of the matter, and conduct history of the student or organization. The following sanctions, singularly or in combination, may be imposed upon any student or organization found to have violated the Code of Conduct:

a. Warning: A notice in writing to the student that the student has violated institutional regulations and must cease and not repeat the inappropriate action.

b. Probation: A written reprimand for violation of specified regulations. Probation may be either university probation and/or residence hall probation. For student organizations, probation may include social probation. Probation is for a designated period of time and includes the probability of more severe disciplinary sanctions if the student is found to be in violation of any institutional regulation(s) during the probationary period. University probation signifies if there are additional violations, a student may place his/her status at the university in jeopardy. Residence hall probation signifies if there are additional violations, a student may place their housing status in jeopardy.

c. Loss of Privileges: Denial of specified privileges for a designated period of time. This sanction may include, for example, denial of the right to represent the university in any way, use of campus facilities, or denial of parking privileges.

d. Restitution: Compensation for loss, damage, or injury. This may take to form of service, monetary compensation, or material replacement.

e. Educational Sanctions: Work assignments or service to the University or community.

f. Residence Hall Suspension: Separation of the student or organization from the residence halls for a definite period of time, after which the student or organization may be eligible to return. Conditions for readmission may be specified. (Note: This is in addition to the residence hall suspension referred to in the Graduate Housing Agreement. This Agreement provides that temporary, permanent, or immediate suspension may be imposed upon a student by the Director of ResidenceLife or Assistant Vice President of Housing at any time when there is reason to believe, based on available facts, that the student represents a threat to the safety, health, or welfare of herself/himself, other persons or property.)

g. Suspension: Separation of the student or organization from the University for a definite period of time, after which the student may be eligible to return. Conditions for readmission may be specified.

h. Expulsion: Permanent separation of the student or organization from the University.

i. Organizational suspension or dissolution (for organizations).

j. Other: Other sanctions as deemed appropriate by a hearing body, including but not limited to, no contact orders, orders prohibiting appearing on campus, mandated community service, or other sanctions tailored to the conduct or violation in issue

Conduct sanctions (f) Residence Hall Suspension, (g) Suspension, and (h) Expulsion shall be entered permanently on a student's record and appear on his or her transcript. Sanction (b) University Probation shall be entered on a student's record for the term of the probation. Upon imposition of sanction (f), the University Housing and Registrar's office will be notified; sanction (g), the Registrar's office will be notified; and for sanction (h), the Registrar's office, University Housing, and University Parking will be notified.

APPEALS

The accused student or student organization may appeal decisions rendered by the Chair, Conduct Officer, or the Goizueta Conduct Council to the Goizueta Conduct Appeal Board.

To initiate an appeal, the accused student or student organization must submit a signed, written statement of the specific reason(s) to the Dean within seven (7) days of receipt of the hearing decision. The Dean will convene the Board for the appeal meeting.
The Appeal Board will review the documents pertaining to the case to determine:

1. Whether or not the hearing was conducted in accordance with the procedures outlined in this Code of Conduct.
2. Whether or not the interpretation of the Code was appropriate.
3. Whether or not the sanction(s) imposed were appropriate.
4. Consider new information not known at the time of the hearing.

After reviewing the documents pertaining to the case, the Goizueta Conduct Appeal Board will issue a written review of the hearing decision within a reasonable period of time from the receipt of the request for review. The Goizueta Conduct Appeal Board shall recommend one of the following courses of action:

1. Affirm the hearing decision.
2. Affirm the findings of the hearing decision, but recommend a different sanction.
3. Remand the case to the Dean to assign a hearing body to conduct a new hearing.

The recommendation of the Goizueta Conduct Appeal Board shall be referred to the Dean. After considering the recommendation from the Appeal Board, the Dean shall make a decision on the appeal. This decision shall be final. No additional appeals may be made.

NOTIFICATION

The Council will publish summary results of the cases heard by the Conduct Council, either electronically or distributed directly to students. The disclosure shall include the number of allegations and the number of students receiving sanctions. Names of the individuals involved will not be disclosed in these publications absent appropriate consent.

RETENTION OF CONDUCT RECORDS

The Dean's Office of Goizueta Business School shall maintain files on all graduate student conduct reports, records, and hearing proceedings with strict confidentiality.
Proper Use of GBL and Emory Libraries Licensed Databases

Proper Use of Licensed Databases for Course-Affiliated Client Projects, Directed Studies, Field Studies, Case Competitions, Internships and Employers

Use of Library Licensed Electronic Resources form

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Using Licensed GBL and Emory Libraries' Databases for Courses, Career and Personal Enrichment

GBL and Emory Libraries’ license electronic resources (e.g. databases, ejournals, ebooks, etc.) for academic use only by current Emory University faculty, students and staff. This means you can use them for your coursework, career exploration and personal enrichment.

You are strictly forbidden from using databases for employers or internships, or providing direct access to anyone at these or other organizations. Breach of this may result in vendors’ canceling access, and students/individuals possibly facing disciplinary action for non-compliance with Emory’s Honor Code.

What can you use Emory’s licensed databases for?

- Experiential course-related client projects (e.g. Goizueta IMPACT360)
- GBS course assignments
- Faculty-supervised directed studies
- Case competitions
- Career exploration and interview preparation
- Personal enrichment

Conditions for Proper Use of Databases

You are allowed to excerpt or summarize small portions of reports, articles, data and other documents for inclusion in presentation decks, papers, and all other project and course deliverables.

You can never distribute to any project-related clients or anyone outside of GBS any reports, articles, spreadsheets, data, etc. from Emory’s licensed resources.

You must always accurately cite all content used. For guidelines for correctly citing sources in your decks or bibliographies, see the GBL Citation Guide for papers and the GBL Citation Guide for PowerPoint presentations.

Databases Are Not Licensed for Internship or Employers

You are strictly forbidden from using databases for employers or internships or providing direct access to anyone at these or other organizations.

The business librarians are available to recommend alternatives to GBL’s databases, as well as search strategies/guidance for your organization’s subscription resources.

Learn more about GBL support for your internships and work research projects.

Emory Honor Code Policies

According to Emory’s Copyright Infringement Policy, students, faculty and employees are required and expected to adhere to US copyright law, which restricts reproduction, distribution, and other uses of copyrighted materials.

- According to Emory’s Honor Code you must always attribute accurately and completely all data and excerpts or direct references you include in course research, articles, etc.
- According to Emory’s Code of Conduct, you can never provide anyone who is not currently an enrolled GBS student access to any GBL electronic resources (i.e. log them in); you can never allow anyone who is not currently enrolled at Emory University access to any electronic resources that are subscribed for use to Emory communities.
- According to Emory’s Code of Conduct, you can never share your Emory username/id and password with anyone attending Emory or outside Emory

You must abide by Emory University’s Library Licensed Electronic Resources Conditions of Use Policy.

Questions about any of these Policies?

Reach out to any of the Goizueta business librarians.
Financial Aid Student Complaint Policy

"Federal financial aid laws and regulations require that each state have a process to review and act on complaints concerning educational institutions in the state. If you have a complaint, you may, of course, file a complaint with Emory's financial aid office or call the Trust Line at 1-888-550-8850 or file a report online at www.mycompliancereport.com/EmoryTrustLineOnline. You may also file a complaint about Emory University with the State of Georgia Office of Inspector General by following the directions at the Office of Inspector General (OIG) website. In the event that OIG receives a student complaint relating to financial aid, it will be forwarded to the Office of Inspector General of the U.S. Department of Education."
Please follow the links below to learn more about Emory University's Board of Trustees.

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The Goizueta Business School welcomes applicants with a military background. We are grateful for the service you have provided to our country and offer you several benefits as an applicant to Goizueta Business School. We encourage you to get to know us, and learn how a Goizueta MBA along with your military background can enhance your career potential.

**BENEFITS FOR MILITARY APPLICANTS**

To demonstrate our support of military applicants, Goizueta is associated with the Military Consortium, an organization under the umbrella of The Graduate Management Admission Council (GMAC). For additional information about the consortium, visit the GMAC website. Through this association, we offer the following benefits for applicants with military experience.

- Goizueta will waive the application fee for military persons who have been on active duty within three years of applying.
- Goizueta will provide a one-year deferment if admitted military students' plans are delayed by their service branch.
- In addition, we will continue to accept applications from deployed military personnel after our standard application deadlines.

**YELLOW RIBBON PROGRAM**

Goizueta Business School will provide awards for a fixed number of MBA students in each of the School's five MBA formats through the Yellow Ribbon Program. The Yellow Ribbon Program (aka Chapter 33) is an additional VA benefit on top of the GI Bill which provides additional funding for those candidates who are eligible at the 100% level of the Post 9/11 GI Bill. Students receive matching funds from the VA and from Goizueta Business School, up to the cost of tuition.

For each academic year Goizueta Business School will provide up to $19,000 annually, matched by the Veterans Administration, for a fixed number of MBA students on a first-come, first-served basis according to the requirements of the Veterans Administration. For the majority of our MBA programs, this results in a full-tuition benefit.

For the 2016-17 academic year, Goizueta Business School will offer 50 Yellow Ribbon awards. Our sincere hope is that we will be able to accommodate every enrolling student who is Yellow Ribbon eligible. We still encourage candidates to apply early for the best opportunity to receive one of these awards.

**YELLOW RIBBON PROGRAM APPLICATION PROCESS**

Yellow Ribbon Program awards for the academic year are granted on a first-come, first-served basis. To be considered for a Goizueta Business School Yellow Ribbon Program award, you must submit a Certificate of Eligibility from the Department of Veterans Affairs and an Emory Veteran Enrollment Form. Awardswill be prioritized according to date of receipt by the guidelines below. It is the responsibility of the Yellow Ribbon Program applicant to ensure that the form was received by the MBA Admissions Office.

- Students must first be admitted to Goizueta Business School before submitting their form.
- Students should then email their forms to the Goizueta military liaison.
- Multiple forms received on the same date will be prioritized by the date of enrollment deposit.

Joint degree candidates must apply to each program separately for funding, as Goizueta Business School Yellow Ribbon funds are applicable only for semesters spent in the Business School.

Eligibility is to be determined by the Veteran's Administration. In the event a Yellow Ribbon applicant is found not eligible for VA funds, the available award will be given to the next eligible person on the prioritized list. Students who receive the Yellow Ribbon award will forfeit any other Goizueta merit tuition scholarship.

Goizueta Business School's participation in the Yellow Ribbon Program is a contracted agreement with the Veterans Administration for the current academic year, and is subject to change in subsequent years. Please email us or call (404) 727-2685.
FUNDING YOUR MBA

Admissions (/../index.html) > Funding Your MBA (index.html)

The MBA Admissions Committee awards scholarships and fellowships from the Goizueta Business Fund for Excellence, our annual fund, based on academic achievement, quality of work experience, demonstrated leadership and extracurricular activities. Scholarships typically range from partial to full tuition plus stipend.

For merit-based awards, all completed applications submitted by Round 3 are automatically considered -- no additional application is needed. Those interested in being considered for named scholarships should submit their completed applications by Round 2.

Please note an application is considered complete when our office has received all required materials, including transcripts, test scores and recommendations.

PROGRAM COSTS

Estimated Two-Year Program Cost - Per Year

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$124,000</td>
</tr>
<tr>
<td>Fees*</td>
<td>$ 616</td>
</tr>
<tr>
<td>Living</td>
<td>$ 19,278</td>
</tr>
<tr>
<td>Books</td>
<td>$ 1,275</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>$ 3,200</td>
</tr>
<tr>
<td>Parking</td>
<td>$ 954</td>
</tr>
</tbody>
</table>

* A one-time $200 Orientation fee will be due with admissions deposit.

FINANCIAL AID

Our MBA degrees offer students a better professional and financial future. Knowing the financial commitment is significant, Emory University’s Financial Aid Office is committed to assisting students with the process of obtaining the financial resources necessary to pursue a Goizueta MBA.

A variety of student loans are available for both domestic and international students. Students can borrow up to the budgeted cost of attendance less any scholarships. Some of these loans include:

- Federal Stafford Loan (http://www.studentaid.emory.edu/types/loans/federal-direct-stafford-graduate.html)
- Graduate Plus Loan (http://www.studentaid.emory.edu/types/loans/federal-direct-plus-graduate.html)
- Private Loan (http://www.studentaid.emory.edu/types/loans/private.html)
- International Student Loan (http://www.emory.edu/FINANCIAL_AID/graduate_professional/business/how-to-apply-international.php)

For detailed information about student loans and how to apply please visit Emory’s Office of Financial Aid website. (http://www.emory.edu/FINANCIAL_AID/graduate_professional/business/)

RESEARCH AND TEACHING ASSISTANTSHIPS

Students may apply and interview with a faculty member for an assistantship position which would begin in the spring semester. These positions are paid hourly and include research, teaching assistantships and administrative positions.
SCHOLARSHIPS

ROBERT W. WOODRUFF SCHOLARS

Goizueta Business School offers four (4) Woodruff Scholarships, Emory's most prestigious named scholarship, which includes full tuition and fees and an annual $10,000 stipend guaranteed for the length of the Full-Time MBA program.

Woodruff Scholars are also invited to participate in the Scholars Academic Program.

The Robert W. Woodruff Foundation is a charitable organization that supports education, healthcare, human services, economic development, art and culture and the environment through grants. The foundation was established by Robert Woodruff, the long-time president of the Coca-Cola Company.

SELECTION PROCESS

Woodruff Scholars leave a lasting imprint on Goizueta Business School and Emory University through their leadership, academic performance and life-long relationships. Candidates interested in being considered for this scholarship should possess high academic excellence as well as demonstrated commitment to our Core Values. The Admissions Committee will evaluate Woodruff Candidates from those who have applied and been offered admission by the Round 3 deadline.

Finalists selected to compete for The Woodruff Scholarship will be invited to Atlanta in February for the Woodruff Selection Weekend. The schedule will include social events and meetings with faculty, alumni, and current students. The weekend will conclude with a personal interview with Woodruff Selection Committee Members and a closing reception.

NAMED SCHOLARS

Goizueta offers several prestigious named scholarships. These awards are funded by alumni, companies and organizations. For scholarship consideration, all completed applications submitted by Round 3 are automatically considered -- no additional application is needed.

GOIZUETA SCHOLAR

Goizueta Scholars receive full tuition for the course of study and are invited to participate in the Scholars Academic Program.

Roberto C. Goizueta (../../../../experience/legacy.html) established The Goizueta Foundation in 1992 to provide financial assistance to educational and charitable institutions. In creating The Goizueta Foundation, he sought to acknowledge his indebtedness to this country and to continue the commitment to philanthropic endeavors that has symbolized the leadership of The Coca-Cola Company for more than a century. The Goizueta Foundation assists organizations that empower individuals and families through educational opportunities to improve the quality of their lives.

DEAN'S SCHOLARS

The Dean's Scholarship is funded by The Goizueta Business Fund for Excellence and awarded to several outstanding candidates each year. The award covers tuition for the course of study.

In its 90-year history, the Goizueta Business School has been led by 16 accomplished deans. These leaders have shaped scholarship and industry through their ambitious endeavors, while remaining true to a core set of values. Our current dean continues to push Goizueta Business School towards the goal to educate students academically and as business leaders. Recipients of the Dean's Scholarship have demonstrated a stellar track record in these two areas, and are expected to continue to strive for excellence during their careers at Goizueta and beyond. Deans Scholars are also invited to participate in the Scholars Academic Program

OTHER NAMED SCHOLARSHIPS

Other named scholarships offered to MBA candidates at Goizueta include, to name a few:

• Bank of America/Mills B. Lane Scholarship
• The Consortium for Graduate Study of Management Fellowships ( ../minority_applicants.html)
• El Paso Corporation Diversity One-Year Program Scholarship
• Forté Fellowship (http:// www.fortefoundation.org/site/PageServer?pagename=why_fellows)
• Goetz MBA Scholarship
• Prospanica Scholarship
• Vipin Patel Memorial One-Year Program Scholarship

REACHING OUT MBA FELLOWSHIP (HTTPS://MBAADMISSEIONS.EMORY.EDU/REGISTER/REACHINGOUTSCHOLARSHIP)

The Reaching Out Fellowship is a competitive Fellowship awarded to 1-2 LGBT or active ally students each year. Applicants should demonstrate strong academic skills, but also demonstrate the capacity to be a leader for the lesbian, gay, bisexual, transgender and queer community. Recipients receive financial support but also have access to Reaching Out's 80+ corporate partners and a network of 10,000+ peers and alumni.

To apply for this fellowship opportunity, please complete the application (https://mbaadmissions.emory.edu/register/reachingoutscholarship) and attach your response to the supplemental essay question below by the application deadline for the round in which you are applying.

• Please describe your experience in activism or service to the LGBT community. (250 word limit)

http://goizueta.emory.edu/degree/two_year_mba/admissions/fellowships/index.html
MBA CENTER FELLOWSHIPS

MARKETING ANALYTICS CENTER (EMORYMAC) FELLOWS
(mac.html)

CENTER FOR ALTERNATIVE INVESTMENTS (CAI) FELLOWS
(ecai.html)

SOCIAL ENTERPRISE FELLOWS
(social_enterprise.html)

Reaching Out & the LGBT MBA Fellowship Information (http://www.reachingoutmba.org/lgbtmbafellowship)
Housing

There’s a wide range of housing available in close proximity to the Emory campus. We recommend that you live in
near Goizueta.

Post Briarcliff [http://www.postproperties.com/GA/Atlanta/Emory/Post-Briarcliff](http://www.postproperties.com/GA/Atlanta/Emory/Post-Briarcliff)

A well-appointed complex located close to Emory, “Post” is extremely
popular with many Goizueta students. Even if you don’t live here, you will
wind up spending time here during your MBA experience.

Worth noting:

- The complex offers a wide range of amenities, including two pools,
grills, a game room and a gym.
- Only a five minute walk to Whole Foods, Starbucks and a range of other restaurants.
- Maintenance service requests are handled quickly.

Campus Crossings

[http://www.livebriarcliff.com](http://www.livebriarcliff.com)

An affordable and private community, Campus Crossing at Briarcliff is located just half a mile from the Emory campus. This
apartment community is uniquely designed to meet the needs of graduate students.

Worth noting:

- A limited number of short-term, 10-month leases are available.
- Apartments are furnished.
- They will match you with a roommate.
- The Emory Cliff Shuttle has a stop at Campus Crossings with direct service to Goizueta.
- Only a five minute walk to the Sage Hill Shopping Center, with a Kroger, restaurants and other services.
- Parking is limited and available for an additional fee.

Highland Square

[http://www.highlandsquareatlanta.com](http://www.highlandsquareatlanta.com)

Highland Square is another popular option, primarily because of its proximity to campus. It’s a five minute drive to Emory, or
an easy walk or bike ride.

Worth noting:

- The complex has been recently upgraded, featuring a nice pool and gym.
- Its location makes it ideally positioned to access many areas (Virginia Highlands, Little Five Points, etc) frequented by
  Goizueta students.
The residents are a fairly even mix of graduate students, professionals/families and undergraduate students, so it has a socially welcoming environment but also stays pretty quiet.

Highland Lake

http://www.highlandlake-apts.com

Highland Lake is also very close to the Emory campus, and particularly to the Clairmont Campus.

Worth noting:

- The facility is well-appointed with two pools, a gym and two lounge areas.
- From the complex, it's a five minute walk to the Clairmont Campus where the Cliff Shuttle provides service to Goizueta.
- Few services are located in walking distance; however, the Clairmont Campus Student Activity Center has a student dining facility, a fully-equipped gym and other services.
- Maintenance service requests are handled quickly.

Other Options

Apartment complexes abound in the Emory area. The current students have put together a document with more details (https://docs.google.com/spreadsheets/d/1lH3An5E7U0h_tspQc5GB-VLz9OArzxVksesKhQsJ4/edit#gid=0) . Some additional apartment finding services that you may find helpful are:

- www.campusapartmentfinders.com
- Emory University Off-Campus Housing Service (https://classes.emory.edu/webapps/blackboard/content/\%20http://housing.emory.edu/off-campus/home.cfm)
- www.apartmentguide.com
- Atlanta Journal Constitution (http://homes.ajchomefinder.com)
New Students

Dear Incoming Emory New or Transfer Student:

Welcome to Emory! We hope that your time here will be healthy, happy and always intellectually stimulating. Health information, required health history and immunization forms are available on-line via our confidential/secure online access to Student Health Services, Your Patient Portal. Please complete all the forms and send them back to us before your classes at Emory begin (unless your program requires an earlier submission date). For all new and transfer students, your Entrance Health History and your Consent for Treatment will be completed on-line via our confidential/secure Your Patient Portal system.

In order to complete your pre-matriculation Student Health forms, please take the following eight steps. (Please note: the forms are in PDF format and Adobe Acrobat Reader is required).

Step One: Immunization Form

Your Immunization Form will be found on via Your Patient Portal at https://www.shspnc.emory.edu. You will sign in with your standard Emory (OPUS) user ID and password. (Please be aware that your Emory password should be kept confidential. If you share it, others will potentially have access to your personal health information.) The Immunization Form page can be found once the ‘Forms’ tab on the left side bar is opened.

You MUST complete these two tasks in order to become immunization compliant:

1) Fill out the required dates and lab results on the Immunization Form page, and then
2) So that we may verify your immunization information, you must upload your provider acknowledged immunization documents. (We allow the following formats for upload: PNG, .JPG, .JPEG, .GIF or .PDF file.) Acceptable types (only submit ONE type however) of documentation are:

   - Copies of your original immunization documents.

   - A printed version of the Immunization Form from Your Patient Portal, signed by your healthcare provider (find this printable form version under ‘Immunizations’ tab on the left side bar).

   - A completed, signed version of the EUSHS Student Immunization Record - Paper Version. (note: this paper version may be required in addition by some of the School of Medicine programs.)

You will not show as immunization compliant until the records are verified. The time from receipt of records to verification in the system will vary depending on the volume of records received throughout the year. Student Health will contact you if additional records are required.
If required for your individual school/college, please also send your tuberculosis screening records. For more information about the immunization requirements, click [here](http://studenthealth.emory.edu/hs/new_students/index.html).

As you will see from the Immunization Form, you have a number of immunization series to complete (either before or after your arrival here). If you have started but not yet completed your required immunizations, all needed vaccinations are available at Emory University Student Health Services.

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**Step Two: Privacy Practices – Family Educational Rights and Privacy Act (FERPA)**

Your Privacy form will be completed via Your Patient Portal at [https://www.shspnc.emory.edu](https://www.shspnc.emory.edu). You will sign in with your standard Emory (OPUS) user ID and password. (Please be aware that your Emory password should be kept confidential. If you share it, others will potentially have access to your personal health information.) The FERPA Privacy Policy form can be found under “Forms” on the left side bar.

Student Health records, including Student Health psychiatry and counseling records, are protected Treatment Records under the federal Family Educational Rights and Privacy Act (FERPA). Under FERPA, “Treatment Records” are records that are made or maintained by a health care professional. These records are used only for your medical or psychological treatment and are available only to treatment providers. Details regarding protection of your healthcare records are detailed in the “Notice Regarding Confidentiality of Health Records under the Family Educational Rights & Privacy Act (FERPA)” found on Your Patient Portal. You must read and electronically sign this notice before you can access healthcare services at EUSHS. For additional information about privacy, FERPA and Emory Student Health Services, please go to [http://studenthealth.emory.edu/hs/about/ferpa.html](http://studenthealth.emory.edu/hs/about/ferpa.html).

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**Step Three: The State of Georgia Meningococcal Vaccination Acknowledgement Form for Students Living in On-Campus Housing**

If you will be living in Emory on-campus housing, State of Georgia law (Official Code of Georgia Annotated 31-12-3.2) requires that you receive information about meningococcal meningitis and the vaccine ([click here](http://studenthealth.emory.edu/hs/new_students/index.html) to see the meningococcal vaccine information statement). The law also requires that you sign a document stating that you have either received a vaccination against meningococcal disease or reviewed the information and declined to be vaccinated. You should download, print and complete this State of Georgia form by going to:

[The State of Georgia Meningococcal Vaccination Acknowledgement Form for Students Living in On-Campus Housing](http://studenthealth.emory.edu/hs/new_students/index.html)

Once you have completed the form, follow instructions on Step Six for sending the form to EUSHS (which includes the option to upload the form).

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**Step Four: Complete Your Student Health Insurance Requirement Compliance Process**

All new, transfer and continuing degree-seeking and all international Emory University students (including Oxford College) are required to have health insurance. Under this requirement, students must either purchase the Emory University Student Health Insurance Plan (offered by Aetna Student Health) or provide documentation of enrollment in a qualifying United States-domiciled plan. For information about the Student Health Insurance Requirement, including deadline dates for your starting semester, insurance plan billing and Emory Student Health Insurance Plan annual premiums, click [here](http://studenthealth.emory.edu/hs/new_students/index.html).

If you wish to substitute your own insurance plan to meet this requirement, go to [www.opus.emory.edu](http://www.opus.emory.edu) to complete the waiver process on-line.

If a student has not waived out of the Emory Student Health Insurance Plan by the deadline date, he/she will be automatically enrolled in the annual Emory/Aetna plan for the academic year and billed by the Emory Student Financial Services (SFS).

Students will need to complete the annual insurance enrollment/waiver process each year they are enrolled at Emory. If the student wishes to be enrolled in the Emory University Student Health Insurance Plan, that enrollment will happen automatically at the end of the waiver process.

To complete the insurance waiver process do the following: Go to [www.opus.emory.edu](http://www.opus.emory.edu)

Enter using your Emory Network ID and Password

Complete the Emergency Alert Notification Information page
New Students

Select "Health Insurance Waiver" on the Student Center, under the Personal Information Heading

Follow the four-steps to complete the waiver process

In order for an insurance plan to meet the Emory University mandatory insurance waiver criteria, the insurance plan must feature, at a minimum, all three of the following:

Coverage that allows the insured student to receive outpatient, emergency, specialist and inpatient care, diagnostic testing and procedures, and mental health inpatient and outpatient care, including alcohol and substance abuse treatment, in Atlanta, GA

A deductible not greater than $2,500 per policy year. If the annual deductible exceeds $2,500, the insured student must have an approved Healthcare Savings Account (HSA) that will allow the student to seek needed medical and mental health care when recommended by a healthcare provider and will cover all deductible expenses over $2,500.

The insurance must be provided by an insurance company domiciled in the United States (or must be provided by an international insurance company with a United States partner for handling of insurance claims in the United States).

For information about the Aetna health insurance plan offered for Emory students click here, or go to www.aetnastudenthealth.com (click on Find Your School and choose Emory University). There is also information about insurance, EUSHS fees and billing practices on our web site click here.

Step Five: Complete Your Entrance Health History and Consent for Treatment Online Via the Your Patient Portal

To complete your Entrance Health History and Consent for Treatment Forms online go to Your Patient Portal. You will sign in with your standard Emory (OPUS) user ID and password. Please be aware that your Emory password should be kept confidential. If you share it, others will potentially have access to your personal health information. Your required Entrance Medical History and Treatment Agreement are located under "Forms".

Step Six: Regarding the Preferred Method to Send in Your Forms to EUSHS: We must receive these forms prior to the start of your classes!

The forms that will be required to be sent in are:

1. The immunization verification documents
2. The completed State of Georgia Meningococcal Vaccination Acknowledgement Form (only needed for students living in on-campus housing)
3. The completed physical exam form (note: this exam form is only required by the School of Medicine and the School of Nursing programs)

Document upload is now available and is the preferred method for delivering immunization documents to Student Health. You now upload your immunization documents directly on the Patient Portal. We prefer scanned .pdf documents.

If you are unable to upload your documents, we will accept submissions by email, US mail, or fax.

Email your scanned immunization documents from your EMORY.EDU email address to:

Immunizations-SHS@emory.edu.

To send by US mail, send copies of your immunization documents to:

Emory University Student Health Services
ATTN: Immunization Nurse
1525 Clifton Road NE
Atlanta, GA 30322

To fax your documents, fax copies of your documents to 404-727-5349.

Once again: We must receive these forms prior to the start of your classes!

Step Seven: A DHD/AD (attention deficit-hyperactive disorders) care for Emory students (if applicable to you)

As part of our commitment to our Emory students, their families and the Emory community at large, Emory Student Health Services strive to be readily available to all students for mental health evaluations, crises and triage services. In addition, we offer psychiatric services to provide evaluation, diagnosis and ongoing medication management for acute mental health conditions.
mental health disorders. Often, the management of long-standing, chronic and/or complex psychiatric conditions is beyond the scope and/or capabilities of our service, given our commitment to crisis management and timely intervention, our short-term treatment model and our available counselor/psychiatrist resources.

Over the past decade, the number of students at Emory requesting evaluation and care for attention deficit-hyperactivity related disorders (ADHD/ADD) has escalated tremendously. Providing services to this large and increasing volume of ADHD/ADD patients made it impossible to maintain the availability of quality psychiatric services for students with immediate mental health needs/crises, potentially putting these other high-risk patients in jeopardy. Therefore, in Fall 2005, we made the decision no longer assume the care of new ADHD/ADD student patients at Student Health and Counseling Services, in order to maintain access for students with urgent/crisis mental health needs. Emory students already under our care for ADHD/ADD were allowed to remain in the practice until graduation, but new patients are now referred to other psychiatric providers.

If you are a new or transfer student on ADHD/ADD medications, please contact your current physician/psychiatrist to work out a plan for ongoing care and medication once you arrive on campus. Due to the nature of the medications used for this disorder, many physicians/psychiatrists will not prescribe for students away from home, so these students will need to be seen by a local physician/psychiatrist. We recommend that you check with your insurance company to see if there are preferred psychiatric providers covered by your plan in the Atlanta area. Please keep in mind that many area psychiatrists have a 1-3 month waiting period for a first appointment.

While our Emory Student Health Services counseling and psychiatry professionals will no longer treat and manage new students with ADHD/ADD themselves, they will continue to be available to students to help find appropriate evaluation and treatment resources in the Emory University area. We thank you for your understanding in this matter.

For more information about ADD/ADHD testing and treatment, click here.

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Step Eight: You're Finished!

That's it! If you have followed the above steps and provided Student Health Services with your health forms, you are all done! Please feel free to contact us at EUSHS at (404) 727-7551 if you have questions about Student Health Services, entrance health requirements, or any other student health-related issues. Once again, we welcome you into our Emory family!

Yours very truly,

Michael J. Huey, MD
Assistant Vice President and Executive Director
Emory University Student Health Services
Associate Professor
Department of Family and Preventive Medicine

Revised 7/7/2017
Full-Time MBA Course Catalog

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Two-year MBA Core Courses
**All courses carry the prefix of BUS.**

500A, 500B, 500C. Management Practice
In practice, impact involves the action of others. Action results from integrating several processes. Each process benefits from intentional choice. Effective teamwork combined with quality problem-solving and persuasive communication leads to decision and action. The main objective of Management Practice (MP) is the building of skill sets: approaches for analytical and creative problem solving, strategies for communicating and persuading, and processes for managing projects and working in teams. These are interlocking components of one approach.

501. Managerial Economics
This course focuses on the economic decisions made by managers of firms, and the structures of various market environments within which these decisions are made. The course features the application of fundamental concepts, such as opportunity costs, opportunism, transaction costs and market power to managerial and individual decision-making. In addition, the course covers utility analysis, demand, supply, and cost functions and applies these models to pricing and vertical integration issues. An introduction to the economics of information and uncertainty is included.

512. Financial Reporting and Analysis
Financial reports are used mainly to set up and monitor contracts between the firm and its stakeholders, and to value these stakeholders’ claims on the firm’s assets. As such, financial reporting plays a vital role in everyday commerce and in the broader functioning of a market economy. Still, to the average business person, financial reports are nothing short of impenetrable and daunting. Business leaders must feel comfortable evaluating and discussing financial information, so understanding and analyzing financial reports is a core competency that you need to start developing early on in the MBA program.

This course will teach you the basics of financial reporting and analysis. The first part of the course deals with the mechanics of financial statements, while the second part tackles widely used fundamental analysis techniques. Then we will spend the last half of the course integrating the first two parts by focusing on the measurement, reporting and analysis of common business transactions.

520. Managerial Finance
This course is intended to provide a market-oriented framework for analyzing the major types of financial decisions made by corporations. Lectures and readings will provide an introduction to discounted cash flow techniques, capital budgeting principles and problems, financial asset and project valuation, capital market efficiency and portfolio theory, dividend policy, capital structure, and related corporate finance issues.

530. Leading Organizations and Strategy
Leading Organizations and Strategy focuses on the job, viewpoint, and skills of the general manager of a firm in diagnosing what is critical in business situations and in finding realistic solutions to strategic and organizational problems. We will examine issues central to the long- and short-term competitive position of the company. This class will introduce you to crucial strategic and organizational skills, all of which will have a substantial impact upon organizational profitability and your own successful career.
540. Marketing Management
The class introduces participants to concepts and principles of marketing management. The major role of marketing in a company (or public agency) is determining, creating, communicating and delivering a value proposition that meets the needs of its customers. In addition, marketing in its boundary-spanning role introduces the “voice of the customer” into the firm, helps build long-term relationships and ensures that the firm builds equity with its customers. Course objectives include:

(1) To provide you with an introduction to marketing concepts, the process required to develop marketing strategies, the nature of key strategic decisions (i.e., value creation, communication, delivery and extraction), the dual goals of creating satisfaction for the customers and loyalty.

(2) For those who are intending to pursue a more in-depth examination of marketing, this course will provide you with a set of basic tools to enable you to interact effectively with marketing specialists and a foundation for subsequent in-depth study in other courses.

(3) Participants will be expected to learn the "language of marketing." It is also expected that by the end of the course you will have a solid understanding of marketing issues, the major decision areas under marketing responsibility, the basic interrelationships of those decision areas, and an appreciation of how to apply key frameworks and tools.

550. Data and Decision Analytics
Evolution of Information Technology has dramatically increased the availability and importance of data and statistical analysis in business decision making. This course centers on understanding the decision process and the role that statistical tools play. The emphasis is on structuring the decision processes and statistical tools, methods, analysis, and models that will serve the MBA curriculum and beyond.

551. Process & Systems Management
The challenges confronting firms competing in today's dynamic environment demand a multi-disciplinary focus. As we prepare students who seek to understand and face these challenges, this course integrates the fundamental principles of information systems and operations management to cover the multiple activities comprising a firm's operating core and its supply chain. The operating core of a firm is an integrated system that combines activities related to design and engineering, production, quality management, networks of material and information flows, and the development, distribution and delivery of goods and services to customers. The course will revolve around the interface of technology and processes: processes define the business rules, interfaces, and sourcing that defines how work gets done. We will examine the role of large and complex Information Systems that embed business processes designed to link the firm’s core activities into a tightly integrated system with shared data and visibility across the supply chain.

561B. Leading with Emotional Intelligence
The course is intended to help you focus on the leadership demands that you will likely face upon re-entry into managerial roles within corporations, mid-sized companies, professional services firms or large, public sector organizations. It is becoming increasingly clear that effective managers and executives demonstrate both business acumen and people acumen. This course concentrates on the latter – developing your skills as a leader and as a follower. The course is designed to enhance your understanding of self, best practices in leadership behaviors, and how to bring out the leadership potential in those around you.
591. Cornerstone
The Cornerstone Course (BUS 591) will provide information designed to support your academic performance as well as enhance your student experience at Goizueta.

Attendance to BUS 591 is mandatory. Meeting the attendance requirement is a prerequisite for eligibility for advanced course registration for the spring semester.

691. Leader Development
Course Objectives

• To prepare students to immediately contribute as leaders in a meaningful way to employers upon their graduation

• To expand each student's self-awareness, recognizing that strong self-awareness is the cornerstone to effective leader development

• To create challenging, provocative learning environments for students to explore new skills and behaviors in a risk free setting

• To support and reinforce concepts taught in other core and elective courses within the FT MBA curriculum

• To practice the disciplines of self-reflection and continuous learning in order to sustain newly acquired skills and experience
One Year MBA Core Courses

500YC. Management Practice
In practice, impact involves the action of others. Action results from integrating several processes. Each process benefits from intentional choice. Effective teamwork combined with quality problem-solving and persuasive communication leads to decision and action. The main objective of Management Practice (MP) is the building of 3 skill sets: approaches for analytical and creative problem solving, strategies for communicating and persuading, and processes for managing projects and working in teams. These are interlocking components of one approach.

501Y. Managerial Economics
This course focuses on the economic decisions made by managers of firms, and the structures of various market environments within which these decisions are made. The course features the application of fundamental concepts, such as opportunity costs, opportunism, transaction costs and market power to managerial and individual decision-making. In addition, the course covers utility analysis, demand, supply, and cost functions and applies these models to pricing and vertical integration issues. An introduction to the economics of information and uncertainty is included.

512Y. Financial Reporting and Analysis
Financial reports are used mainly to set up and monitor contracts between the firm and its stakeholders, and to value these stakeholders’ claims on the firm’s assets. As such, financial reporting plays a vital role in everyday commerce and in the broader functioning of a market economy. Still, to the average business person, financial reports are nothing short of impenetrable and daunting. Business leaders must feel comfortable evaluating and discussing financial information, so understanding and analyzing financial reports is a core competency that you need to start developing early on in the MBA program.

This course will teach you the basics of financial reporting and analysis. The first part of the course deals with the mechanics of financial statements, while the second part tackles widely used fundamental analysis techniques. Then we will spend the last half of the course integrating the first two parts by focusing on the measurement, reporting and analysis of common business transactions.

520Y. Managerial Finance
This course is intended to provide a market-oriented framework for analyzing the major types of financial decisions made by corporations. Lectures and readings will provide an introduction to discounted cash flow techniques, capital budgeting principles and problems, financial asset and project valuation, capital market efficiency and portfolio theory, dividend policy, capital structure, and related corporate finance issues.

531Y. Leading Organizations and Strategy
Leading Organizations and Strategy focuses on the job, viewpoint, and skills of the general manager of a firm in diagnosing what is critical in business situations and in finding realistic solutions to strategic and organizational problems. We will examine issues central to the long- and short-term competitive position of the company. This class will introduce you to crucial strategic and organizational skills, all of which will have a substantial impact upon organizational profitability and your own successful career.

540Y. Marketing Management
The class introduces participants to concepts and principles of marketing management. The major role of marketing in a company (or public agency) is determining, creating, communicating and delivering a value proposition that
meets the needs of its customers. In addition, marketing in its boundary-spanning role introduces the “voice of the customer” into the firm, helps build long-term relationships and ensures that the firm builds equity with its customers. Course objectives include:

(1) To provide you with an introduction to marketing concepts, the process required to develop marketing strategies, the nature of key strategic decisions (i.e., value creation, communication, delivery and extraction), the dual goals of creating satisfaction for the customers and loyalty.

(2) For those who are intending to pursue a more in-depth examination of marketing, this course will provide you with a set of basic tools to enable you to interact effectively with marketing specialists and a foundation for subsequent in-depth study in other courses.

(3) Participants will be expected to learn the "language of marketing." It is also expected that by the end of the course you will have a solid understanding of marketing issues, the major decision areas under marketing responsibility, the basic interrelationships of those decision areas, and an appreciation of how to apply key frameworks and tools.

550Y. Data and Decision Analytics
Evolution of Information Technology has dramatically increased the availability and importance of data and statistical analysis in business decision making. This course centers on understanding the decision process and the role that statistical tools play. The emphasis is on structuring the decision processes and statistical tools, methods, analysis, and models that will serve the MBA curriculum and beyond.

551Y. Process & Systems Management
The challenges confronting firms competing in today's dynamic environment demand a multi-disciplinary focus. As we prepare students who seek to understand and face these challenges, this course integrates the fundamental principles of information systems and operations management to cover the multiple activities comprising a firm's operating core and its supply chain. The operating core of a firm is an integrated system that combines activities related to design and engineering, production, quality management, networks of material and information flows, and the development, distribution and delivery of goods and services to customers. The course will revolve around the interface of technology and processes: processes define the business rules, interfaces, and sourcing that defines how work gets done. We will examine the role of large and complex Information Systems that embed business processes designed to link the firm’s core activities into a tightly integrated system with shared data and visibility across the supply chain.

562Y. Leadership
The course is intended to help you focus on the leadership demands that you will likely face upon re-entry into managerial roles within corporations, mid-sized companies, professional services firms or large, public sector organizations. It is becoming increasingly clear that effective managers and executives demonstrate both business acumen and people acumen. This course concentrates on the latter – developing your skills as a leader and as a follower. The course is designed to enhance your understanding of self, best practices in leadership behaviors, and how to bring out the leadership potential in those around you.

591Y. Cornerstone
The Cornerstone Course (BUS 591) will provide information designed to support your academic performance as well as enhance your student experience at Goizueta.
Attendance to BUS 591 is mandatory. Meeting the attendance requirement is a prerequisite for eligibility for advanced course registration for the spring semester.

691. Leading with Integrity
This is the final segment of the MBA Leadership curriculum. This course addresses “Leading with Integrity” which is a critical component of principled leadership for global enterprise. The purpose of this course is to enable you to reflect on the importance of integrity and ethics as prospective leaders of complex, global, dynamic organizations. Integrity is an ongoing conversation about human interrelationships. As such, it is as much a part of management as finance, accounting and strategy. Ethics concerns how our actions affect each other, and it is about the choices that we make for ourselves and for others. The course is designed to enable the extraordinary opportunity for you to discuss the role of integrity and ethics in business with your peers. The instructional team’s role is to lead and facilitate those discussions. We will focus on different frameworks for analyzing ambiguous situations to assist leaders in making morally sound decisions that preserve human dignity and respect.
MBA Elective Courses

Accounting

513. Managerial Accounting and Control
Managerial accounting is concerned with the internal generation, communication, and interpretation of information for both operational and strategic decision-making purposes. The focus of this course is on information internal to the firm that has one (or both) of two roles: decision-facilitating and/or decision-influencing. Information that is decision-facilitating affects decision-makers’ evaluations of and decisions surrounding the firm’s strategies and operations. Information that is decision-influencing is used to evaluate manager and employee performance, and align the incentives of the decision-maker with those of other stakeholders. Course topics include various accounting systems, revenue and cost allocation models, identification and use of relevant information for decision-making, performance measurement frameworks (i.e. objective versus subjective, financial versus non-financial), and manager and employee evaluation, control, and compensation.

514. Financial Statement Analysis
This course focuses on the techniques commonly used to analyze financial statements and related information: business strategy analysis, financial reporting and disclosure analysis, financial ratios, forecasting and pro forma financial statements, and valuation. Students will develop experience analyzing actual financial statements for a variety of business purposes including security analysis, mergers and acquisitions, corporate restructuring, risk assessment, credit analysis and commercial lending, and management's strategic communication to external parties.

519. Advanced Financial Statement Analysis
After taking this course, you should improve your ability to use an accounting report as part of an overall assessment of the firm's strategy and the potential rewards and risks of dealing with the firm (as an investor, creditor, supplier, employee, etc.). You should also improve your ability to assess how the firm's stated strategy corresponds to its actual strategy and how the firm's stated accounting results correspond to its true economic results.

612. Advanced Financial Accounting
Prerequisites: BUS 612A and BUS 612B
Investigation of special problems in selected areas of accounting. Topics include accounting for business combinations, consolidated financial statements, SEC reporting, foreign currency accounting, government and non-profit accounting, and partnership accounting.

612A. Financial Reporting I
Financial Reporting I is the first of two courses that cover the foundations of financial accounting and reporting. These courses integrate accounting theory with measurement and disclosure incentives in the examination of financial statements begun in BUS 512. The course should be useful to prospective accountants and auditors, investor relations professionals, financial analysts, credit analysts, investment bankers, financial executives, lawyers, consultants and especially investors. We will examine accounting issues from the point of view of the preparer of the financial statements as well as from the perspectives of the auditor, the manager, and the investor. We will take an analytical and critical approach to the preparation and use of financial reports, particularly to assessing the "quality of earnings" reported in the financial statements.
612B. Financial Reporting II
Prerequisite: BUS 612A

This course treats in depth the traditional intermediate accounting topics and also recent developments in accounting valuation and reporting practices. The course is designed with the belief that individuals can account for events best if they fully understand the nature and economic consequences of accounting and reporting alternatives. While most students take this course to prepare for careers in accounting, the course has been enriched so that students will be knowledgeable about the needs of users of financial statements and financial accounting information, and the effects of different accounting and reporting policies on meeting these needs.

613. Advanced Managerial Accounting
In depth emphasis on cost control and performance evaluation systems. Topics include detailed job cost and process cost systems, overhead control, labor and materials control, standard cost, variance analysis, gross profit and analysis, and project control.

615. Federal Income Taxation
Study of the United States system of income taxation. Emphasis on the taxation of the individual, particularly the nature of income and deductions. The course includes examination of the income tax results of property transactions, basis, gains and losses, non-recognition of income. The course emphasis is on both planning and compliance for business, personal, and investment decisions.

616. Corporate & Partnership Taxation
Study of the effects of U.S. income tax laws on partnership and corporate forms of conducting business. The course includes an examination of the income tax consequences of organizing, reorganizing, and liquidating corporations, limited liability companies, partnerships, and S corporations. Estate and gift taxes and international tax issues are also discussed.

618. Auditing
This course provides students with an understanding of attest, assurance, and audit services provided by public accounting firms, with the primary focus on auditing. Topics covered include generally accepted auditing standards, professional ethics, the current litigation environment, internal controls, the audit risk model and various types of audit reports. New professional standards for consideration of fraud in financial reporting, including a study of recent major accounting frauds, are included. Professional developments in new and expanded assurance services also will be surveyed.

619G. Information and Global Capital Markets
The objective of Information and Global Capital Markets is to develop a framework for global investment decisions. To achieve this objective we will:

- Develop working knowledge of the institutional structure of global capital markets, with particular attention to the home bias in investing.
- Compare US GAAP with International Financial Reporting Standards, with particular attention to quality of earnings.
- Analyze financial statements of non-US firms from various regions, with particular attention to risk and return.
- Develop familiarity of with the global oil and gas industry, with particular attention to risk assessment and financial reporting and disclosure issues.
Finance

502. Economic Environment of Business
The objective of this course is to introduce students to a variety of economic concepts that may prove useful in their business careers. These concepts will be use to examine business problems at the level of the firm and current issues of importance to the US and world economies. Roughly half the course is devoted to topics in applied microeconomics and half to macroeconomic topics. The analytical tools covered in Bus. 501 are sufficient preparation for the course. No mathematics beyond high school algebra is required.

503G. Global Macroeconomic Perspectives
This course introduces global concepts, frameworks, issues and tools that will enhance the analytical skills and world view of MBAs. This course has two major focuses: global macroeconomics relevant to MBAs and development of leadership skills necessary to succeed in global business. Topics covered include: globalization, international trade, foreign direct investment, development of emerging economies, basics of international finance and global investing, the Asian financial crisis and recovery, balance of payments, and global demographic trends. The course structure is designed to help students develop their own global perspective; this aim is enhanced by numerous global leaders who serve as guest speakers.

522. Financial Valuation: The Theory and Practice of Valuing a Business
(Management Practice Elective)
This full semester finance course is an introduction to the theory and practice of valuating a business entity. Specifically, it covers the art and science of valuation by discounted cash flow methodologies, multiples analysis, and precedent transactions techniques.

A significant part of the course will be dedicated to applying valuation techniques to one or more real world situations. This will require you to build applied financial models based upon sound financial theories and thinking. Through this work you will gain practice and perspective about transporting classroom learning to the real world. You will have to work with teammates (most likely 5 students per team) to determine how to define a plan and work through the ambiguities associated with valuing an actual business. In particular, each team will need to:

- Define clearly what it is attempting to value and why,
- Devise a clear approach or approaches to meet its goals,
- Research and collect necessary data/information,
- Analyze relevant data/information,
- Build sound financial models,
- Produce a final written report of its work, and
- Make a presentation of its conclusions and recommendations.

To ensure the application of this valuation work to the real world there will be significant involvement from business and finance professionals from outside Goizueta. These outside professionals will actively work with you throughout the semester and will attend your final presentations. Some will be the senior managers of the business entities being valued. Some will be senior professionals who work in the financial services industry (e.g., investment bankers, valuation experts, private equity managers).

525: Financial Decisions/Boardroom
The mechanics of corporate governance are as follows: Publicly traded companies are “run” much like a government with three “governing” components: management; the board of directors; and shareholders. In
principle, shareholders elect a board and vote on major issues like acquisitions. Boards are shareholders’ designates
to hire and oversee senior management and to be directly responsible for setting strategy, executive compensation,
and securing the resources responsible for assuring the company’s compliance with the laws. Management is
responsible for managing the day to day operations and implementing strategy. Management also plays a major role
in developing a “culture” that motivates employees to work towards the common goals embodied in the strategy and
the company’s values, which includes abiding by the laws.

Companies are susceptible to being managed with goals that are quite different from those intended, depending on
legal and other enforcement mechanisms influencing the implementation of governance. In fact, we have
experienced a revolution in corporate governance that has seen the power shift from management to shareholders.
The culture and rules that guide boards of directors have shifted in parallel.

This shift towards shareholder power continues to accelerate and raises questions as to how far is too far?

526: Financial Intelligence
The class objective is to develop financial decision-making skills in a variety of different settings. We will develop
core modern finance skills as part of the tool-kit and apply the concepts to a variety of different real-world industry
verticals. The class is very applied in nature. There will be field-work classes (formal lecture substituted by library,
internet research) that will require you to learn about industry verticals.

529G. Project Finance
Project finance refers to the practice of raising capital for a specific project where the source of repayment of lenders
or investors is limited to that single project’s cash flow. Project financing is used by asset intensive industries as a
way of mitigating risk. Large oil and gas projects, power plants, toll roads and bridges, and real estate developments
are examples of assets that are often financed in this way. The objective of this course is to provide students with a
practical understanding of how project finance techniques can be used to raise capital for large projects: the sources
of capital, the identification of typical risks and their mitigation, and the execution of financings. A significant focus
of the course will be on international transactions, since project finance is a popular method of financing cross-
border projects, particularly in developing countries. A number of practitioners, including investment bankers and
finance executives from corporations, will make presentations.

585. Entrepreneurial Finance
This course discusses in the depth all facets of operating and financing an entrepreneurial venture. A key component
of the course consists of students applying their knowledge at actual entrepreneurial ventures (practicum). To ensure
that students are prepared to provide maximum value to their entrepreneurial venture, the class will have a broad
focus on helping ventures raise money, understanding the key attributes of successful ventures and understanding
strategies and tactics used to increase the probability of success. The course is divided into three modules. The first
module consists of evaluating entrepreneurial ventures (valuing them, assessing their likelihood of success) and
techniques to enhance their value. The second module features a broad overview of financing methods for
entrepreneurial ventures and how to prepare and negotiate a deal with capital providers. The third module is
interwoven throughout the course and applies the knowledge gained in modules one and two in a practical setting at
an actual entrepreneurial venture. The primary audience for this course is (i) students interested in starting their own
company or joining an entrepreneurial venture and (ii) students interested in joining firms that capitalize
entrepreneurial ventures (angels, venture capital firms, private equity firms, family offices, endowments, sovereign
wealth funds, pension funds, etc.). The secondary audience for this course is students planning careers that have
significant interaction with entrepreneurial ventures or those that finance these ventures (investment advisors,
consultants, etc.). The course is split equally between in-class sessions and the practicum. Students are evaluated on
the basis of their class participation and their performance in the course practicum.
620. Advanced Corporate Finance
Significant contemporary issues in corporate finance are considered, including determination of optimal dividend policy and capital structure, investment decisions under uncertainty, mergers and acquisitions, principal-agency problems, and the application of investment theory to corporate finance problems. Students use cases to learn to apply and solve complex business problems.

621. Corporate Governance and Restructuring
Pick up the Wall Street Journal or the Financial Times and you will find some form of corporate restructuring or some corporate governance issue in the news. This course is about understanding and developing insights about such phenomena. We will start the course by understanding Valuation using DCF and Multiples methods. We will then examine synergies, deal design and risk management in the context of Mergers and Acquisitions. After enhancing our understanding of Mergers and Acquisitions, we will move to hostile takeovers where we will understand the mechanisms for mounting a hostile takeover as also takeover defenses such as poison pills, golden parachutes, etc. In the latter half of the course, we will examine how restructuring the Capital Structure of a company can add value to the company. This part will cover Leveraged Buyouts, particularly Technology buyouts that have been so popular over the last few years, and Leveraged Recapitalizations. The course will contain a mixture of cases and class lectures. This course is indispensable to all students interested in pursuing Finance or Strategy careers. The course is quantitatively demanding. Students will be expected to use Microsoft Excel for case analyses.

622. Doing Deals: Private Equity
The course is designed as a workshop in which law students and business students will work together to structure and negotiate varying aspects of a private equity deal, from the initial term sheet stages, through execution of the purchase agreement, to completion of the financing and closing. Private equity deals that are economically justified sometimes fail in the transaction negotiation and documentation phase. This course will seek to provide students with the tools necessary to tackle and resolve difficult deal issues and complete successful deals. Students will be divided into teams of lawyers and business people to review, consider and negotiate actual transaction documents. Issues presented will include often-contested key economic and legal deal terms, as well as common ethical dilemmas.

623. Security Analysis and Portfolio Management
The objective of this course is to increase the student’s understanding of the way in which financial markets function. There is a particular emphasis on developing skills that are useful for active equity portfolio management. This course will help students develop an understanding of the current state of asset pricing theory, including the strengths and weaknesses of the Capital Asset Pricing Model as well as the concept of market efficiency. This course will review and expand the student’s knowledge of security analysis, concentrating on models of the intrinsic value of securities. Students will develop an understanding of the uses and abuses of futures and options in portfolio management and increase their understanding of practical issues in portfolio management.

624. Derivative Asset Analysis
This course covers the valuation and use of derivative assets. During the first portion of the semester, the class examines call and put option contracts having common stocks as their underlying assets and also considers relative pricing requirements for these contracts which are enforced by arbitrage trading strategies. Extension of this analytic technique will lead to the derivation of exact valuation models. Options with other underlying assets, and exotic securities with option-like features are also examined. During the second portion of the course futures contracts are studied, with an emphasis on stock-index futures. The focus again will be on relative pricing requirements enforced by arbitrage trading strategies. The overall objective of the class is to give students the skills to assess the values and
risks of derivative assets and to develop strategies based on their analysis. Problem sets, cases and a project reinforce the material presented.

625. Real Estate Management and Finance
This course covers the contemporary principles of valuation, acquisition, financing, and management of real property. Emphasis is on the analytical techniques of appraisal, tax factors, investor objectives, and trends in the industry.

627G. International Finance
This course extends the principles of finance to the international context. Topics include evolution of the international monetary system, exchange rate determination, foreign exchange markets, currency risk management, and foreign investment analysis.

628. Investment Banking
This course will examine major investment banking activities. First, we examine trends in the investment banking business, which include consolidation and globalization. Second, we examine trading and principal investments, which includes fixed income, interest rate derivatives, commodities, currencies, convergence trading, and M&A risk arbitrage. After sales and trading, we move to raising capital, both fixed income and equity capital (IPOs). We conclude with a segment on transactional finance and advisory services, which includes valuation and mergers & acquisitions. For certain topics, guest lecturers from major investment banks will discuss their day-to-day experience dealing with a particular activity.

629. Fixed Income Portfolio Management
Fixed income finance has become known as “rocket science” finance, because of its quantitative nature. This is a graduate introduction into the world of fixed income. During this course we will study primary fixed income securities such as bonds (Treasury, corporate, municipal, foreign bonds, etc), as well as structured finance fixed income such as mortgage backed securities, asset backed securities, and structured finance securities (such as CDOs), and credit default swaps (CDS). Although the material may get advanced and mathematical at times, this course has been specifically designed for a student with no prior background into fixed income.

680. Illiquid Alternative Investments
This course, offered through the Center for Alternative Investments, examines in depth the illiquid aspects of modern alternative investing. The explosive growth of investments in highly illiquid instruments, driven in part by increased competition for excess returns and in part by changes in views of portfolio allocation, has made this an important area for students. Just as private equity and venture capital were relatively esoteric topics over a decade ago, today sparse attention is paid to the important activity at the periphery of the alternative space.

681. Venture Capital & Private Equity
The course surveys the private equity industry, with an emphasis on the financial and economic tools useful for leveraged buyout and venture capital investing. The course is divided into three modules. We begin with an introductory module on the organization and strategies of private equity funds. The second module covers examples of the basic types of private equity transactions, and the third module expands on these types by studying transactions with options and hybrid financing structures. The primary audience for this course is finance majors interested in careers at private equity funds. The secondary audience is students planning careers that have significant interaction with private equity funds, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of startups or buyout
candidates). The course will be primarily case-based, with written assignments by student-formed teams required for about half of the class meetings.

682. Real Estate Market Analysis
This course includes an introduction to the principles of real property analysis and use. Subjects include the nature of real estate and real property, fundamentals of real property law, public and private limits on the rights of ownership, principles of location theory, an introduction to legal documents, and an examination of the processes used to analyze the supply and demand for real estate. General methodologies for market studies are developed and then applied to the residential, retail, and office sectors. The course also explores demographic, technological, economic, and social trends that affect these real estate markets into the future. Techniques of spatial analysis are introduced.

683. Applied Investment Management
This course covers advanced topics related to portfolio management, including market timing and international investments. As part of the Goizueta Business School Student Investment Fund, LLC, enrolled students manage an equity portfolio of more than $1 million. Students are responsible for stock selection, trading, performance evaluation, risk assessment, and reporting to the Fund's investors. The course includes a number of guest lectures, with speakers drawn from the local investment management industry. A term project is assigned wherein students develop a detailed investment strategy, specifying an exact set of criteria to be used to select a portfolio of stocks. Students will present their ideas to the class at the end of the semester.

684. Advanced Derivative Assets
Prerequisite: BUS 624

This course will build upon the knowledge obtained in the class BUS 624, Derivative Asset Analysis. Using the fundamental pricing technique (valuation by arbitrage) and the valuation models derived from this technique, various extensions and applications will be examined. These will primarily be equity-based, though some fixed-income products will analyzed. The perspective of both the derivatives dealer and the end-user of derivative products will be taken, the latter including both hedgers and speculators. Topics to be covered include exchange-traded versus structured products, financial engineering and product design, numerical methods (e.g. Monte Carlo simulation) and the mathematics of derivatives pricing. Included in the course will be an introduction to investment partnerships (a.k.a. hedge funds) and their role in the derivatives market.

686. Real Estate Equity Investment
Prerequisite: BUS 625

This course presents information on investment in and valuation of income-producing real estate, both in public company and direct property formats. It examines the relationship of project and entity valuation to various financial and performance metrics, sources and uses of capital, and management decisions. Direct investment concepts covered include cash flow analysis, net present value, internal rate of return and yield capitalization in addition to public market measures such as Fund From Operations and financial reporting via SEC filings. The course also focuses on different property sectors within the real estate industry along with the tools and resources available to conduct relative valuations. Real world examples are used to highlight these analytical techniques as are outside speakers.
687G. Global Derivatives Markets
This new Goizueta elective will be in a “master class” format, providing students with a unique exposure to the global capital markets. The syllabus will be based upon a practitioner’s approach to applying the basics of asset valuation and derivatives theory to the real world of trading, portfolio management and capital markets. We shall apply theory from prior derivatives and finance classes to explore the real-world trading environment of a Wall Street brokerage house or hedge fund. There will be real industry involvement, in the form of project work based on actual executed trades and strategies, visiting speakers and the professor’s own industry experience.

The hands-on format will prepare the student for a career on Wall Street. Students will learn trading strategies by being divided into “trading desks”, including interest rate, credit products, foreign exchange, equities and commodities. A solid understanding of basic option theory will be extended to the learning about how the real-world markets are structured; the reasoning behind each trading strategy; and discussions of why the banks allocate capital and risk to these markets. Applications will mirror real-world practice, as each team of students will be responsible for structuring, valuing, building, hedging and risking their own portfolios. Each team will also be responsible for analyzing the quantitative exposure and risk on their portfolio, as well as looking at regulatory and legal aspects of the business.

Seminar-style classes will be divided between lecture format, team work, student presentations and discussion. Following the current financial markets will be a major component of the course, as current events will determine the decision making strategies of each team’s projects. Each class will begin with a discussion of the markets and recent market events. Lecture content will be tailored to the market environment and students’ financial interests.

688. Real Estate Development
Prerequisite: BUS 625

This course will provide a comprehensive overview of the real estate development process. The course will offer weekly seminars addressing different components of the development process including land acquisition, due diligence, entitlements, legal considerations, design, financing, pricing, marketing, lease-up/sell-out, property management and asset stabilization. The course will be taught by a lead instructor in conjunction with specialists each week that focus on a particular component of the development process. In a team setting, students will perform a simulated development throughout the semester with deliverables due at stated development milestones. The course will conclude with presentations to seasoned real estate professionals.

689. Advanced Real Estate Finance
Prerequisite: BUS 625

This course provides for advanced application of theory and techniques for analysis of the equity position in real estate ownership utilizing readings and cases. It considers the impact of leverage, creative financing, and federal tax policies and concentrates on the evaluation of the basic productivity of real estate assets based on net cash flows. Particular attention is paid to the operation of the capital markets and portfolio theory. The goal of this course is to give the student an advanced understanding of the process of acquiring, creating, and managing real estate assets. The emphasis is on the role of the various segments of the private sector in the real estate resource allocation process. This course utilizes financial skills to evaluate the equity position of the real estate investor and the effect of leverage. Special emphasis is placed on portfolio theory and the role of real estate in mixed asset portfolios.

695. Distressed Investing
The course surveys distressed investing with a focus on real estate. The course is divided into five two-hour sessions. We begin with an introduction to valuation in private equity. The next four sessions will take detailed
looks into the following topics: (1) the general partner and limited partner relationship, (2) deal structuring and investment approaches, (3) distressed securities valuation. The primary audience for this course is finance majors interested in careers in real estate finance or in private equity and hedge funds. The secondary audience is students planning careers that have significant interaction with real estate finance and/or private equity and hedge fund industries, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of companies). The class meetings are split about equally between cases and lectures. There are two written assignments and presentations done in teams.
**Organization and Management**

532. Business & Society
Formerly “Corporate Social Responsibility & Sustainability”. Students will learn that introducing sustainability into complex organizations requires understanding of (at least) operations, incentives and performance measurement, change management and reputation/identity management. As the basic concepts are being articulated, students will be also introduced to “Sustainability at Emory”. Here, we will learn why sustainability is important to Emory and what specific challenges are faced by those trying to make progress in this important domain.

The course will be built around a diverse set of real sustainability projects identified and defined by Emory’s Office of Sustainability. In this respect, the student’s will be working on projects that will enable them to both learn about and live through the challenges faced when trying to make organizations more sustainable. Each project will be selected because of its importance to Emory and its overall sustainability goals. As such, each group will have at least one primary point of contact within Emory to provide information, insight and support.

Because students will want to know about the generalizability of their experiences to other organizations, we will link each of these projects with a series of similar “business-world examples”. During this matching process, we will identify an appropriately-experienced Goizueta alumnus to serve as an additional point of contact for the student groups. This individual will ensure that the students leverage what has been learned elsewhere as they execute their projects here on campus.

Students will work in mixed groups (e.g., 3 BBA, 1 BBA and 1 additional Emory student). Each group will work under the auspices of a course project manager. The final presentations will be made to a diverse group of university stakeholders (including the primary beneficiaries of each project). These presentations and the materials that they are based upon will be archived and used as inputs into future iterations of the class.

At the end of the course, students will be assessed based on their class participation and on how well they tackle their assigned projects. This includes the effectiveness of their background research, the quality of their proposed plan of action, and the usefulness (to Emory) of the outputs of their efforts.

535. Catalyzing Social Impact
(Management Practice Elective)

In this project course, Goizueta MBA students will gain valuable experience developing creative solutions to the complex challenges that social enterprises currently face. While conducting structured, detailed and systematic research that addresses real-world problems faced by our client partners, students will gain exposure to the many experiments and ideas that relate to their projects. Students will then apply what they are learning in business school to develop innovative solutions that, when applied, will address the assigned problem and therefore make a visible contribution to the many lives that are touched by their project. Our client partners will benefit from exposure to this research, as well as the insights and recommendations that emanate from our students’ accumulated business acumen.

537. Managing Groups & Teams

Team work is prominent in a variety of organizational, social, and professional settings. Yet, many misconceptions exist about teams that hinder their effectiveness. The course will cover the theory and processes of group and team behavior. A variety of behavioral topics will be covered (e.g. innovation, power & politics, social networks) with an emphasis on group contexts. Examples of the types of group contexts considered include special project work groups, business units, and top management teams. The course is intended for students who seek a greater understanding of teams and who wish to increase their competence in managing and working effectively in team
contexts. This course is also suitable for students interested in expanding their knowledge of the people side of organizational life.

538. Strategies for Entertainment/Media
In this course, we will examine some economic features common to most entertainment, cultural and media industries (we use these terms as synonymous), how those features pose unusual challenges for managers, and some approaches for overcoming those challenges.

These features include:

- Large fixed costs for the first copy of new products and brands, but small variable costs for each additional copy;
- Intrinsic uncertainty in the probable success of products prior to their introduction into the market; and
- An unusual relationship between product age and value: on the one hand, products initially lose their value rapidly; on the other hand, the goods produced retain some residual value for an effectively infinite period, raising interesting questions about the value of ‘libraries’ versus new products.

We will learn to think strategically about the nature of cultural and media products, what drives their supply and demand, the factors that affect their value and how firms can profit from them.

Another key feature of these industries is that symbolic and aesthetic attributes are at the very core of the value of these products. This implies that the value depends largely on third parties, e.g., critics, dealers, foundations, users, etc. Some of these parties act as powerful intermediaries or gatekeepers as they control critical resources firms need.

Though a background in strategy or finance would benefit most student, the class has no official prerequisites.

630. Competitive Advantage
Formerly “Industry and Competitive Advantage.” The very core of strategy in a competitive environment is the task of outperforming one’s adversaries through taking a set of actions that both: (1) attract and retain customers, and (2) do so in ways that your adversaries cannot copy, or will choose not to copy. Much of the Emory MBA focuses on the former, this course focuses on both equally—because any marketing strategy that is successful but copiable will be of temporary benefit at best.

Therefore, students will learn to use a combination of concepts and analysis to discover: where and why one company can take actions that another cannot (or will choose not to), how important those differences can or will be in a particular situation, how to reach insights your competitors’ do not have, and how to predict competitors. The course will cover both long term strategy, and battlefield tactics.

This course is valuable for those who aspire to formulate and evaluate business strategy. This objective may fit well for those who seek careers in consulting, entrepreneurship, general management, and investment banking (among others).

631. Social Enterprise/Impact Investing
Social enterprises are mission-driven organizations that trade in goods or services for some defined social purpose. At times, the profits from a business are used to support a specific social goal. Other times, the organization itself accomplishes a defined social aim through its own operations. This class discusses the evolving role played by the social enterprise in the context of changes in both the private and government sectors. This is followed by an elaboration of specific organizational and management challenges faced by social enterprises. The third part of the course focuses, in turn, on different ‘types’ of social enterprises; e.g., large established social enterprises like Habitat for Humanity or C.A.R.E.; social entrepreneurship; global social enterprise; and organizations dedicated to
environmental sustainability. The course concludes by discussing careers options in and associated with social enterprises.

The specific course content is comprised of a mixture of readings, cases and visiting speakers and panels. Grades are based on in-class performance, reading reflections and book reviews, and a multi-part project detailing the performance and prospects of selected social enterprises. Finally, every student that enrolls in this class is required to contribute (i.e., volunteer) 15-20 hours to a social enterprise. The form of this internship is flexible and is determined in consultation with the professor.

632. Negotiations
This course is designed to offer students the opportunity to develop their ability to effectively negotiate in a global business environment. The objective is to help students increase their abilities to manage conflicts as a constructive force that enhances organizational learning and change. A critical component of the course will be self-assessment and self-awareness. This course is offered to help students gain a deeper understanding of their own personal dynamics and the effect of these dynamics on their negotiating styles. This course will attempt to enhance students' skills in implementing change through effective use of power and negotiation.

The course will be taught largely through simulations to provide an opportunity to learn by doing. While readings and discussions will provide necessary theoretical background, much of the learning will come from the application of the theoretical lessons through the process of negotiating with others. The simulations will proceed from a relatively simple one-on-one negotiation, to small groups, to larger team negotiations. In a parallel manner we will proceed from relatively simple internal organizational issues (i.e., managing your boss, dealing with internal competition among peers) to more complex relationships (i.e., customer/supplier issues, competing corporations).

In this way, the student can develop a personal style of managing situations by discovering what does and does not work for him or her. Enrollment in the course represents an agreement to seriously negotiate every situation assigned. This course is as much about learning to present and defend your position as it is about learning negotiating tools and techniques.

633. Leading and Managing Change
This course will address the forces that drive organizations to change; examines impediments to organizational change as well as those strategies for making organizational change more effective. The emphasis will be on planning, managing, evaluating, and surviving organizational change, with application to emerging business issues, including: knowledge management, "learning organizations," network management and organizational implications of new technologies and the internet. Case analyses will be augmented by exercises, live cases, guest speakers, and projects.

635G. Multinational Firms & Strategy
This strategy course explores the development and performance of multinational enterprise in global economic, political, and cultural environments. Topics include the design and control systems of multinational enterprises, the role of transnational institutions, political risk assessment, technology transfers, and management of a multicultural work force.

636. Entrepreneurship
This course is designed for future entrepreneurs, consultants, investment bankers, private equity investors or advisors. How do you realize value from a good business concept or idea? What business ideas are worth investing in? How do you finance a growth company? We will take a business idea from its inception to its exit, the value-creation life-cycle, focusing on the practical aspects of discriminating between good and bad business ideas; raising growth capital; and at the right time, exiting through a sale or IPO. We will integrate strategic management and
corporate finance in practical simulations with particular emphasis on how e-commerce has changed the traditional rules of entrepreneurship.

661. Advanced Entrepreneurship  
Prerequisite: BUS 636  
This is a second level class designed specifically for future entrepreneurs and business leaders. We will focus on the “how to” of building a successful business. This class will be hands on and discussion oriented. It will provide you with a new set of valuable “analysis” and “solution building” methodologies that you will find extremely valuable and applicable throughout your business career. In addition, you will also learn how to respond to unexpected and real world problems that can often cause a good business to fail. We will be using a Business Plan (that will be provided to you), key reading assignments, individual and team exercises and in class discussions as the basis of the course. In addition, we will have relevant business leaders share with you lessons they learned from their entrepreneurial experiences.  

We will spend the majority of our time focusing on the following essential business and entrepreneurial concepts, and learn how to:  

Determine if a business opportunity is worth pursuing;  
Find the next big opportunity;  
Understand how buyers really make decisions;  
Design products the market “really” wants, quicker, less expensively and with lower risk;  
Generate significant market interest for your products and services on a small budget;  
Create tactics that are high impact, and easy to implement;  
Develop strategies that have a significantly greater likelihood for success;  
Improve your management skills to increase your odds of achieving your business objectives;  
Leverage the effectiveness of working with partners and minimize the risks associated with partnering;  
Negotiate more effectively with an investor (or as an investor);  
Deal with the reality of business when it deviates from your business plan (as it inevitably will);  
Create a business environment second to none;  
Buy a business without over paying; and  
Recognize if and when to sell your business and how much it’s really worth.  

663. Principled Leadership  
The course is intended to help you focus on the leadership challenges that you will likely face upon re-entry into managerial roles within complex organizations. Increasingly in today’s business environment, the need for leadership, and particularly principled leadership, is greater than ever. This is especially true in middle and upper middle management levels where there are unique struggles to manage up, down and across the organization. As Merrill Lynch puts it, “By [principled leadership]we mean vigorous leadership, both by Merrill Lynch and within
Merrill Lynch at all levels -- leadership that is rooted firmly in our principles, directed toward our objectives and suited to our exacting standards.”

In this course, we will focus on how each student can define, communicate, and exemplify his/her own authentic principled leadership style that is best suited for the context in which he/she is leading -- with the goal of achieving superior organizational performance. The course is designed to enhance your understanding of yourself, best practices in leadership behaviors, and how to bring out the leadership potential in those around you. In addition to cases and guest speakers, you will engage in leadership development assignments and contribute to the School's leadership blog. Grades will be based on class participation, case analysis of leadership in organizations, self-reflective assignments, and a leadership self-assessment and development plan.
Marketing

541. Ideation
Innovation lies at the heart of the new economy. Creative ideation fuels, supports and underlies the ability to innovate. In this groundbreaking course you will learn the tools and methods as well as the self-reflection necessary to become a revolutionary thinker in the idea-rich 21st century. You will discover how great ideas create and re-invent corporations and provide the stimulus to move them forward. You will acquire the capacity to derive the master-idea behind a business' potential for greatness and learn how to apply the thinking process to approaching and analyzing business situations. In doing so, you will identify and hone your creative skills and be able to use them more effectively in your professional as well as personal lives. Joey Reiman, Founder and Chief Thinker of BrightHouse, the world's first Ideation Corporation, teaches this course.

This class is both highly interactive and introspective in that Master Ideas are created by groups but found outside the Matrix of our minds, rarely visited by us. You will work in teams, outlining course packet, readings and class discussions. You will also serve as consultants, pursuers and teachers as we learn about the Master Idea.

542. Market Intelligence & Customer Insights
Who will benefit from taking this course? This course will teach you how to use marketplace data to make business decisions. It is aimed at the executive who is the ultimate user of the research and who is responsible for determining the scope and direction of research conducted on his/her behalf. It will be particularly valuable to students planning careers in brand management, strategic consulting, marketing consulting, international management roles in industries like consumer packaged goods, entertainment, financial, sports marketing, etc. In order to lend realism to the material, the course will introduce research techniques and data used in large companies like Coca-Cola, Procter and Gamble, American Express and Merck. The course has three major themes:

Taking general managerial problems and structuring them in terms of specific questions that can be researched.

Understanding primary and secondary sources of market/consumer insights, including issues in data collection.

Becoming familiar with specific techniques for analyzing market/consumer insights data once it has been collected and using those analyses to make better management decisions.

Specifically, the course will:

Help you understand how market/consumer insights techniques enhance decision-making by converting market data into insights for decisions like segmentation, targeting, product positioning, promotion, advertising response, etc.

Help you learn to view marketing phenomena and processes in ways that are amenable to decision modeling.

Introduce you to a number of examples of the successful use of analytical models in marketing.

These skills are important not only to those directly involved in market/consumer insights activities, but also to "consumers" of market/consumer insights, particularly managers who commission and evaluate market/consumer insights consulting studies. The course will enable you to effectively evaluate market/consumer insights proposals; interpret, review and criticize the subsequent reports; and appraise their usefulness to management. The course will also provide a basis from which you may pursue additional study in order to become a research specialist. By the end of the course, you will have some experience with the planning and execution of a research project.

Do other business schools offer a similar course? The course content is benchmarked with similar courses offered at other leading schools including Kellogg, Chicago, Wharton, Stanford, New York University and Cornell. This
course borrows elements from courses like introductory market research, data-driven marketing, marketing engineering etc. A course like this is often a required course for marketing, brand management and management consulting students at other top-tier programs.

How is the course material organized? The course is broadly structured to follow the steps in the market-research process. The topics include problem definition, research design (exploratory, descriptive and causal), data-collection methods, questionnaire design and attitude measurement, sampling schemes and data analysis. Emphasis will be given to both the qualitative and quantitative aspects of market research.

543. Digital & Social Media Strategy
Firms devote increasingly large proportions of their marketing effort to digital (away from traditional offline). This objective of this course is to introduce students to contemporary issues related to digital marketing strategy and tactics. Students will gain an understanding and skill in deploying various online marketing strategies and tactics including display ads, interactive website content, sponsored search, social media, online distributors, algorithmic search (SEO), affiliate marketing, email marketing, and "group buying" voucher coupon sites.

544. Marketing Analytics Consultancy
(Management Practice Elective)
Teams work with partner companies on data-intensive marketing projects. The key questions addressed in the projects focus on central issues in marketing, such as segmentation and targeting, pricing, retention, marketing ROI, and demand forecasting. Students receive hands-on faculty guidance in creating marketing models, analyzing data, and extracting insights. Deliverables include a final presentation to the partner company. Student teams may participate in Presentation Day event in May.

547. Product and Brand Management
The course is designed for both marketing specialists and generalists. The course exposes students to the contemporary challenges faced by a broad variety of firms in developing and launching new products, creating and maintaining brand equity, and managing products and product lines. The settings of the cases and exercises used in the course are quite diverse in terms of the sizes of the organizations involved and the types of markets they serve. Hence, the course is relevant to students whose interests are in general management and consulting as well as those who expect to work directly in brand management (e.g., consumer packaged goods) or product management (e.g., technology or industrial markets). The pedagogy is a mix of lecture/discussions, case studies, computer-based analysis exercises, and a simulation. By the end of the course, the objective is that you will have acquired skills that will allow you to manage your products and brands to achieve a sustainable competitive advantage, command greater price premiums, and efficiently allocate your marketing resources.

548. Sales and Business Development
This course is designed for both specialists and generalists; namely, those who are pursuing a career in sales and business development, as well as those who will use sales skills in their careers. The course exposes students to the contemporary challenges faced in the selling process. The settings of the cases and exercises used in the course are quite diverse in terms of the sizes of the organizations involved and the types of markets that they serve. Therefore, the course is relevant to students whose interests are in general management, consulting, finance, and entrepreneurship as well as those who expect to work directly in sales and business development. The course centers on three themes:
1. Personal selling
2. Sales management
3. Selling into the channel of distribution
The objective of this course is to develop and enhance the skill set that students will need to pursue careers that involve selling and business development. By the end of this course, you will have acquired the skills that will allow you to enhance your firms’ revenue, either personally or through a sales force.

549. Goizueta Marketing Strategy Consultancy (GMSC)  
(Management Practice Elective)

The annual marketing strategy competition affords students practical experience in addressing marketing problems by assigning them to work on a project with partnering companies that have agreed to work with our students. Partnering companies identify a specific marketing problem as the focus of the project. Student teams, working with the course leader, then undertake analysis of the problem, collect data and develop a plan to address the focal issue. Students are strongly encouraged to take a multi-disciplinary approach to exploring solutions. Deliverables at the end of the project include a written report and a presentation.

641. Marketing Seminar

This is an advanced level seminar on marketing management. It will focus on how global competition, emerging markets and changing demographics impact marketing practices and perspectives. A new framework called the 4 A's of Marketing (acceptability, affordability, accessibility and awareness) will be used to understand and implement customer centric marketing.

The seminar has three written assignments and selective readings.

642. Product & Brand – Healthcare

Product and Brand Management: Healthcare is the life sciences version of BUS 547 Product and Brand Management (see 547 description above). The focal content of the two courses is the same, with the key difference being that case studies with a life sciences context are used where feasible. The content of the course is not compromised in order to fulfill this life sciences positioning, meaning that best practices examples will largely be from outside of a life sciences content. The tools, concepts and frameworks presented are generalizable to a broad set of marketing contexts. The principal aim of the course is to develop students' skills in areas related to:

- developing and introducing new products, and formulating strategies for managing a line of products;
- formulating strategies for building, leveraging, and defending brands;
- managing integrated campaigns to influence customer and trade behavior; and
- working with data of the types that are typically available to brand and product managers.

By the end of the course, the objective is that you will have acquired skills that will allow you to manage your products and brands to achieve a sustainable competitive advantage, command greater price premiums, and efficiently allocate your marketing resources.

644. Marketing Analysis in Excel

This is a course in marketing data analysis and decision making. The primary objective is to provide you with fundamental analytic tools to advance your decision making skills and help you succeed as a future business manager. Topics in probability, statistics, and constrained optimization will be introduced and discussed in the context of typical marketing problems to provide you with the opportunity to see where data analysis fits into the decision making process. Given that Excel is a commonly available tool, exercises will be designed to increase your familiarity with the software as a means of summarizing and analyzing data, as well as developing functional worksheets.
646. Consumer Behavior
Marketplace choices are made by a broad spectrum of internal and external customers. This course will examine the behavior of different types of customers--consumers, businesses, and governments--as well as suppliers, employees, stockholders, and other stakeholders of the firm. Each of these customers has different values that influence his/her market choices. This course will employ a variety of teaching approaches, including an empirical research project that relates to market choices.

647. Sports Marketing
The objective of this course is to provide students with practical marketing experience as well as insight into Not For Profit Organizations (NPO) and the challenges that they face. Additionally, this course strives to provide the participating NPO organizations with skilled marketing resource. Students will be given primary assignments to specific NPO marketing projects, and may rotate to a second project. This collaborative format is meant to not only ensure the success of the outcome of the student marketing projects, but also expose the students to more than one NPO and one set of marketing challenges during the semester.

648. Marketing Channel Strategy & B2B
A key source of value is through the use of strategic partnering agreements and innovative distribution design. This course is about how to leverage value through the firm’s distributor, supplier, and retailer networks. Topics include but are not limited to the following: how to manage multiple online and offline channels, how to structure and manage business partnerships for maximum returns, how to select and incentivize partners and how to design and redesign routes to market. We will also discuss conflict management, channels in emerging economies, technology and social media, and other generalizable frameworks applicable to a wide variety of B2B issues. This class is ideal for individuals who currently work in or are targeting jobs in consulting, industrial sales and buying, marketing strategy, and business development. The class format will include cases, projects and guest lecturers.

649G. Marketing Strategy & CRM
The course emphasizes learning-by-doing. The primary objectives of this course are to: help students explore select issues in marketing strategy via lecture-discussions and cases; experience marketing strategy in a computer simulated environment, complete with competing firms and an evolving industry (MARKSTRAT); and apply key concepts explored in class in a field project. Some of the themes covered include customer value, market focus, market evolution, driving markets, gray markets, channel control, value extraction in e-commerce, marketing control, customer management, and sales automation. The simulation entails themes of market segmentation, product positioning, new product development, advertising, pricing, salesforce allocation, channel decisions, and market research.
Information Systems and Operations Management

553G. Supply Chain Management
In some industries, supplying goods to customers is primarily controlled within an organization, and a classic example of this structure was the Ford plant at Highland Park, where raw materials were delivered at one end of the facility and finished Model T’s left the other end. Today advances in communication and transportation have led to complex supply chains that span organizations and continents. This course will combine cases and readings to allow students to understand the operations and economics of supply chains, and how companies use supply chain management in creating a competitive advantage. This will require the development of some analytic tools for determining operating policies that effectively manage the numerous trade-offs in supply chains. We will also be careful, though, to put these decisions in the context of the overall strategy of the firm and the evolving business environment, where new developments can radically change the basis for competition (Amazon and Wal-Mart are retail examples, but fundamental changes are taking place in many other industries). And supply chains are a natural place to examine global operations, where links of the supply chain are located around the world in an attempt to successfully compete. Students with an interest in careers in consulting or in the operations functions within a firm are the primary target for this course. But students interested in marketing will find this course useful since supply chain organizations are often closely tied to marketing functions, and students interested in finance will be served by understanding the impact supply chains have on the financial structure of the firm.

554. Advanced Data Science
This course is an advanced analytics course focusing on data science and the development of data products. Data science is an emerging interdisciplinary field that draws from computer science, statistics, business, as well as other fields. All of the typical phases of data science projects will be discussed in the course: data acquisition, data cleaning, storage and retrieval, data analysis, and production product development. Students should expect to face unstructured problems that will produce significant frustration (all a part of functioning in this arena). The course is intended only for students in the top quartile in terms of quantitative and computer skills. Most of the work in this course will be team based and you will be expected to help each other. The computing for the course will be done using the statistical package R and the computer language Python. Much of our computing will be done “in the cloud” using Windows instances on Amazon Web Services.

555. Appcology
The course will explore issues associated with the emerging types of applications and services changing forms of software ecosystems and commerce interactions. We will involve both design and development of real apps, gizmos, widgets. Engage in New Software Environments: With the assistance and experience of actual app developers, we will explore the design and creations of these “snack-size” applications for mobile and desktop environments. The course will consider the opportunities for new patterns of communication between organizations and their mobile stakeholders.

556. Analytics for e-Markets (formerly title Advanced Analytics for High-Tech)
Why does a Toyota make both the Corolla and Camry, and how is the price differential between the two products decided? If you think pricing cars was difficult, consider how Microsoft decides to create two versions of the same digital product, XP professional and XP home, where marginal cost of production is zero! Does it not make sense to create one version then? How does piracy affect this decision?

This course introduces students to the economics of online markets in general and digital products in particular. Topics covered include network economics, pricing strategies, segmentation and versioning for digital products, impact of bundling services. Students are introduced to both analytical models as well as empirical analysis using
real world data from the entertainment industry. The course will build on your basic exposure to Decision Analysis and Economics to include advanced topics include concepts of standards competition, lock-in strategies, etc. The course will require knowledge of basic math/calculus and statistics, as well as familiarity with Excel/XLstat.

We will take a practice oriented approach where theory and case studies will be combined with a number of industry speakers.

557. Management Science in Spreadsheets
This course covers traditional management science techniques such as linear programming, integer programming, and simulation. The emphasis of the course is on practical problem solving. All work is performed in Excel. However, little knowledge of Excel is necessary to begin the class. The particular problems of the course are slanted to attract those interested in finance and operations, but also include some marketing and HR problems. Finance oriented topics include asset allocation, arbitrage, short term cash flow planning, and balance sheet management, among others. Operations oriented topics include production planning, facility location, labor scheduling, blending, and others. The class is "hands on." It will be necessary to have a computer with you in class.

558. Operations & Information Consultancy
(Management Practice Elective)
This course provides a comprehensive introduction to project management. Projects provide businesses a time-delimited tool for improving, expanding, and innovating- the primary means for converting strategy into action. Success differentiates top performing firms. We will use Project Management Institute (PMI) materials and focus on discussion and analysis of business cases that convey core project management skills. We will particularly focus on the challenge of managing projects involving dispersed team members from multiple organizations. This course can be credited toward PMI Project Management Professional (PMP) certification as 39 Professional Development Units (PDUs).

650. Decision Modeling
Advanced topics and tools for analysis of decision problems, focusing on modeling the real-world complications that are simplified away when introducing decision analysis. In particular, we address the issues of: too many alternatives (leading us to resource pricing, linear programming using Solver, and other optimization techniques); aversion to risk (utility, using PrecisionTree); multiple, conflicting objectives (multi-attribute decision making and value-focused thinking); and too many, complex outcomes (Monte Carlo simulation using @RISK). In addition, we look at the special case of risks involving threats to life & limb, and we examine the special features of dynamic models and complex systems. The primary course objective is to improve managerial effectiveness through clearer thinking about complex decision issues, and through the application of powerful analytical tools to a wide variety of common management problems.

651. Strategic Decision Analytics
Advanced topics and tools for analysis of decision problems, focusing on the complication of multiple decision makers. The course starts with the fundamentals of game theory and develops conceptual frameworks and analytical tools for strategic thinking and action. Applications include models of competition and cooperation, strategic moves, negotiation, auctions & bidding, fair division, coalitions, voting and group decisions, and large systems of decision makers.

In addition, we revisit the underlying psychology of decision makers – in ourselves and in the others we interact with – and develop methods for overcoming natural weaknesses and “decision traps” in strategic interactions.
652. Healthcare Ops and Technology Management
Health Care is the largest industry in the US. Faced with rising costs and quality challenges, while simultaneously experiencing an increase in demand for limited resources, health care organizations are under unprecedented pressure to improve efficiency and quality. This course provides key general-purpose concepts from Operations Management, including decision making under uncertainty, quality and process improvement, capacity planning, cost benefit analysis, and technology adoption, with special applications to health care delivery. The goal is to provide students with a clear understanding of the challenges confronting the stakeholders in the healthcare industry, and to demonstrate how technology and tools from Operations Management can play a critical role in solving one of the most pressing economic and social challenges of our time.

653. Operation Strategy
How can firms compete on operations? Some do it by delighting customers with a steady stream of innovative products. Others deliver goods and services faster or at lower cost than competitors. Such superior operations are typically the result of the operations strategy.

This course on operations strategy explores how operations can create and sustain competitive advantage. The first step in developing an operations strategy is to ask: what value proposition does the firm want to offer its customers? We consider a variety of possible bases of competition, including lowest price/cost, highest quality, flexibility or speed of customer response, and innovativeness. The choice of value proposition in turn suggests a series of choices with respect to the design and management of the operating system. The course reviews how to configure an appropriate and effective operating system – one that aligns with, supports, and delivers the chosen value proposition. We also examine the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring.

An important goal of this course is to frame key strategic operations issues and to provide tools to resolve them. The cases, readings, and frameworks covered in the course are designed to serve two audiences: students who plan a career specifically in operations, and students with broader interests who may in the future need to analyze and improve operations for strategic purposes. The latter group may include students envisioning a future in consulting or general management, as well as others interested in strategic management, marketing, accounting, and finance.

655. Forecasting & Predictive Analytics
One of the most important rolls of a person in business is to make better decisions. In this course, you will begin to understand the decision process and how to incorporate information. BUS 655P expands on that basic structure in two major ways:

- New method of modeling data
- Adaptive and non-linear models (regression +)
- General non-linear methods (Synthetic Neural Networks-SNN) Time series methods
- Development of a automated structure to support decisions tied to data Decision Support Systems (DSS)

In this course, we developed models to predict the expected dollars contributed by a town and then use that information to decide which towns to canvas first. This is a problem that is analogous to many business situations that follow the path of: need to make a decision, collect data, develop model, predict values, make decision, repeat often or do only once. This course is a very “hands on” working with data course, working with sample data sets or even better bringing problems from work. Through sharing of experience and discussion of MANY data sets and problems we gain years of experience in a few months. Grading is based on 4 projects and a presentation that, normally group work. The course is structured to challenge the very good quant people while providing a path to success for the numerically challenged.
657. Data Analytics and Visualization
In most settings individual decisions are not made in isolation. Multiple decisions must be made simultaneously and involve judgments that can be described as inherently limited, interdependent or prone to considerable uncertainty with regard to outcomes (often all three). Question: In an ever more demanding business climate where critical decisions need to be made within shorter and shorter time windows, how do effective managers get a handle on these complex decision environments, let alone come up with good solutions? Answer: They develop or customize analytical tools and frameworks to get the job done.

Increasingly this involves leveraging the capabilities of familiar and accessible technologies. The effectiveness of such leverage critically dependent on (1) the ability to translate real-world problems into forms that such technologies can assist with, (2) the ability to portray/visualize these translations in ways that enhance the understanding of the dynamics of these problems, (3) the ability to structure mechanisms that derive suggested solutions to these problems, as well as describe the robustness of these solutions to sources of uncertainty, (4) the ability to clearly convey the justification and practicality of final solutions to others. Whereas these skills are often assumed to be distributed among multiple roles in a firm, managers competent in all four are certainly at an advantage in modern firms. The cherry on top of course is (5) an ability to develop tools that are not only useful to the developer but also to the developer's co-workers and/or clients.

This course is designed with the goal of equipping students with competencies in each of the above skill sets – the intended product being an individual capable of developing analytically rigorous decision support tools, catered to specific managerial environments, which can be easily handed off for robust application by a range of intended users in those environments.

659. Process Analysis and Six Sigma
Even though Motorola developed Six Sigma nearly 20 years ago, it is becoming more popular among both manufacturing and service organizations. Companies like GE, Home Depot, Wells Fargo, Bank of America and Honeywell have explicitly adopted Six Sigma, while a countless number of companies use the Six Sigma approach without using the Six Sigma name. In fact, Honeywell's website describes Six Sigma as, "one of the most potent strategies ever developed to accelerate improvements in processes, products, and services... It achieves this by relentlessly focusing on eliminating waste and reducing defects and variations."

In a nutshell, Six Sigma's structured approach links business-level performance to business processes and uses well-established tools to find and eliminate sources of waste and variation. Students who take this course will learn how Six Sigma fits into a integrated strategic approach to process management, how Six Sigma tools can be applied to improve both service and manufacturing operations, and how to manage Six Sigma projects in organizations. The course includes an industry-based Six Sigma project, and reflects the educational requirements for Green Belt certification.
Other

504. The Business of Healthcare
This course will provide students with an overview of the current structure in the healthcare industry and an understanding of the complex inter-relationships among the players in the industry. The course will explore the fundamental business models used by various players in the industry including providers, innovators, insurers, employers, and government regulators. Students will become familiarized with the economic incentives and important issues which must be addressed for individual players to create value in the U.S. healthcare system. Students will leave the course with the ability to frame the important questions required to evaluate potential business strategies and operational issues in each sector of the healthcare industry.

507. Healthcare Consultancy
(MP Elective)
Student teams work with partnering organizations to tackle a variety of real-world problems in the diverse health care sector. Problems, projects and business tools vary from year to year. Healthcare clients span the sector from health care delivery organizations, public health clinics, pharmaceutical and medical device companies, to non-profit organizations. Students get hands-on coaching in applying the frameworks and processes of running a consulting project, as well as deeper dives into the issues and challenges of the health care ecosystem. Deliverables include selected project updates during the semester and a final student team presentation to executives from the client organization.

536. Washington Campus: Strategic Leadership – Business and the Public Policy Process for MBA Students
The Washington Campus is an organization sponsored by several MBA programs around the country (including Goizueta and many others). The program will bring our students in contact with Washington's finest minds and most experienced hands in the challenging issues of making public policy and business work. The goal is to prepare MBA students, both as individuals and in their professional careers as managers and leaders, for more active and effective participation in the democratic process.

Past topics have included macroeconomic policy, the private sector's responsibilities in making democracy work, competing in the international marketplace, federal regulation, Federal Reserve policy, trade policy, national security, the challenges of city government, science policy, decision-making in the executive branch, government and the media, and tax policy. This year's topics will depend on the final slate of distinguished speakers.

In order to receive credit for the course, students taking this course will be required to attend the entire seminar and to complete, pass a final exam given at the end of the week, and successfully complete a small group project that will be due after you return from Washington, DC.

This class is held in Washington DC for one week. It is offered in two timeframes: January and March 7. Goizueta Business School will pay for student tuition to Washington Campus, and each student will pay a $350 - $400 materials fees, their own airfare to Washington DC, lodging, food, and other transportation.

Please visit the Washington Campus website for additional information.

www.washcampus.edu

563. The Business of Sport
This business of sport course teaches students about the business issues involved in the operation and management of organizations within the sport business management industry. Students will learn about the business of collegiate
and professional sport, sport marketing, sport analytics, market research, public relations in sport, sport business media, sales and sponsorships, and legal issues in sport.

697. Directed Study
Research in fields of special interest or supervised study, covering areas not specifically included in the curriculum, may be undertaken under the direction of a faculty member and with the consent of the Associate Dean of the Full-Time MBA Program. Students must apply for enrollment in Business 697 in the Associate Dean's office prior the end of the drop/add period.

More information on directed studies can be found on the Full-Time MBA Academic Website at: https://community.bus.emory.edu/program/FullTimeMBA/Pages/Directed%20Study.aspx
GET INVOLVED, MAKE CONNECTIONS, AND CREATE LASTING MEMORIES.

Your MBA experience is enhanced through co-curricular involvement, so expand your outlook through our many clubs and organizations.

Explore the best our city has to offer—from arts and culture, professional sports, and top-rated restaurants to countless outdoor activities. Visit one of our many annual events — Peachtree Road Race, Gay Pride Parade, Jazz Fest, or the Dogwood Festival.

Events don't stop just because you're back on campus. All students participate in Keystone — our signature learning experience packed with personal development, community service projects, and social activities. Also, take advantage of the Alumni Speaker Series, Dinner with the Dean, and Thursday Kegs in the Courtyard.

Co-curricular activities are designed for career exploration. Clubs help with mock interviews and Career Management Center events prepare you for interviews, internships, and a successful, full-time career. No matter how you engage, your MBA experience will build an extensive network that is always available to support you.
CORE VALUES

OurschoolisnamedforthelateCoca-ColaCEO,RobertoC.Goizueta,amanwhoselegacywasbuiltinvalues,principles, andoutsizedbusinessresults.These ideals that drive principled, effective leaders in business are the values we seek to instill in all of our students, both during their education at Goizueta and beyond.

OUR ENGAGING COMMUNITY

Goizueta offers one of the most personal MBA experiences in the nation. In fact, if you ask students what they enjoy most about Goizueta, they will often tell you it's the supportive community that fosters close relationships among students, faculty and alumni. From faculty who connect students to internships and careers to students who study alongside one another and grow together, this is a community that wants you to succeed. It is also a place that will encourage and challenge you every step of the way.

BUILDING COMMUNITY FROM DAY ONE

At orientation each year, new Full-Time MBA students head to Camp Twin Lakes, a challenging ropes course that offers students the chance to get to know one another, build trust and tackle leadership challenges to prepare them for the journey to come. And each fall, student teams work together on a project with local nonprofit agency, Hands On Atlanta, to help support our community.

JOIN THE CLUB, GROW YOUR OPPORTUNITIES

Your MBA experience extends beyond the classroom into co-curricular involvement. Goizueta will continually provide opportunities for you to develop your skills and expand your experiences through clubs, groups and organizations that grow you in many ways. Whether you want to be involved in a club to enhance your career, extend your global connections or are looking to connect with students with similar interests or background, you are sure to find a place to call your own at Goizueta.

TWO-YEAR MBA STUDENT BLOGS
Take me out to the ballgame! (http://www.voiceofgoizueta.com/take-me-out-to-the-ballgame/)

By: Amy High

Read More (http://www.voiceofgoizueta.com/take-me-out-to-the-ballgame/)
CORE VALUES

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Because the Core Values are soimportant tothe kind of leader we striveto develop, we work to incorporate them into every aspect of the student experience, throughout every course and program. Made up of students from our One-Year and Two-Year Full-Time MBA programs, the Core Values Council works to promote our Core Values throughout every aspect of the Goizueta experience. Beginning with the Core Values Induction Ceremony in the fall, the Core Values Council seeks to promote events that illustrate the Core Values in action. The council works each year to integrate our Core Values into both the admissions process and the curriculum.

In the spring of 2010, the Core Values Council authored a Core Values Statement to articulate the student spirit surrounding the Core Values. "The Goizueta Business School Seven Core Values are more than the heritage of Roberto C. Goizueta; they are the foundation of our intentions and the aspiration of our actions. They are the principles by which we lead. In living these seven core values we will build a school completely distinctive in its ability to add value to our society."
VALUES

As members of the Goizueta Business School, we accept the responsibility to respect and uphold these seven core values:

COURAGE

We have the courage to drive change in the face of uncertainty and adversity
Courage is the state of being that allows one to act with confidence, resolve and self-possession in the face of uncertainty and risk. One of our most important core values, courage can take many forms, such as leaving one's home country for the unknown challenge of earning an MBA, or the decision to walk away from a good job to chart an entirely new career.

INTEGRITY

We demand of ourselves and of our community the highest level of unyielding integrity
Integrity is the honest quest for, and application of, one's value system. At Goizueta, we expect all members of our community to act in accordance with their own beliefs and our shared values, even in the face of personal risk or external pressure.

ACCOUNTABILITY

We challenge ourselves and our community to uphold unwavering accountability in all of our intentions and actions
Accountability is the value that encourages our community to honestly assess our strengths and weaknesses, keep our commitments, and acknowledge and learn from our mistakes and successes.

RIGOR

We are steadfast in our academic, professional, and personal commitments in the pursuit of excellence
Rigor instills excellence. At Goizueta, we seek challenges that place us outside our comfort zone. High expectations and goals are the standards that we choose for each other and ourselves.

DIVERSITY

We welcome and advance diversity of thought, association, and purpose
We deeply value diversity in the backgrounds, strengths, interests, and experiences of our students and faculty. We continually strive to contribute to the business community with perspectives based on a range of ideas and practices, and our success is measured by the inclusion of all voices.

TEAM

We believe that teamwork and collaboration are essential to success in academics, career, and life
The members of a team support one another, communicate effectively and challenge each other to strive for excellence. The output of a team is greater than the sum of its parts because it unifies strong initiatives and inspires its members to challenge conventional wisdom, ultimately realizing each member's greatest potential.

COMMUNITY

We treat others with mutual respect and empathy in our pursuit to positively influence, serve, and represent our community
A true community is one that is based on trust, support and mutual respect. The combination of these elements creates an intellectually stimulating atmosphere of healthy competition and risk-taking without judgment. At Goizueta, we believe our intimate size and international flavor enhance our community, and instill values that extend beyond the classroom for the rest of our lives.
Two-Year MBA Clubs and Activities

CLUBS AND ACTIVITIES

Student Experience (index.html) > Clubs and Activities (clubs_activities.html)

ACADEMIC & PROFESSIONAL GROUPS

- Goizueta Consulting Association (GCA)
- Entrepreneurship Club (EVCC)
- Goizueta Finance Club
- Goizueta General Management & Operations Club
- Goizueta Healthcare Association
- Human Capital Club
- Goizueta Investment Management
- Goizueta Impact Investing Club
- JD/MBA Society
- Goizueta Marketing Association
- Goizueta Marketing Strategy Consultancy
- Goizueta Association for Media, Entertainment, and Sports (GAMES)
- Goizueta Real Estate Group (GREG)
- Goizueta Technology Association (GTA)
- Energy Markets Club
- Corporate Liaison Teams (CLTs)
ACTIVITIES

Your MBA experience extends beyond the classroom into co-curricular involvement. Your faculty and peers will continually create opportunities for you to develop your skills and expand your experiences.

CASE COMPETITIONS

Case competitions give students the chance to practice business leadership through solving problems in a team-based environment. These competitions reflect the competitive nature of the business world, and allow students to bring all of their learning to the competition. Students with strong academic records and superior communication skills are sought after for our teams, which have met with great success in recent years.

ALUMNI MENTOR PROGRAM

The Goizueta Mentor Program matches students with alumni mentors based on their areas of professional interest. Together the student and mentor can take part in year-round activities, such as mentor roundtables, Goizueta leadership speaker events, on-the-job shadowing, class visits, and casual outings.

STUDENT LEADERSHIP IN ACTION

Goizueta has an active student government and an expansive selection of clubs. Whether you want to be involved in a club to enhance your career, extend your global connections or are looking to connect with students with similar interests or background you are sure to find a club at Goizueta.
CAREERS

A PARTNER FROM THE START

At Goizueta, your career is always a top priority. We are committed to you and your career before you set foot on campus. With the help of our Career Management Center (CMC) staff, faculty, and peer mentors, you will be ready on Day One to excel in your program as well as interviews, internships, and your full-time career.

OUR STRATEGY

Before starting classes, the CMC will pair you with a career coach based on your career goals. You will complete a self-assessment that provides valuable insight into your strengths, weaknesses, passions, and optimal career options. Through this self-discovery, you begin to get the information needed to explore a variety of career paths and define goals unique to you.

Once you arrive on campus, the CMC partners with you individually to develop personalized outcomes, help refine career objectives, and then prepare you for coveted positions. You will explore specific fields of interest at a variety of career panels and networking events. These connections across industries, fields, and functions create multiple opportunities for you to identify your ideal career fit.

Even after graduation, you will have access to our powerful network through our Alumni Career Services. At Goizueta, our support will help you succeed for a lifetime.

160+
Number of career events conducted by the MBA Career Management Center

100%
Percentage of Two-Year MBA students with both a dedicated peer and staff career coach

900+
Number of full-time, on-campus recruiting and posted job opportunities in 2015
## FULL-TIME EMPLOYMENT BY FUNCTION

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