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## Crummer Graduate School

Rollins College

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## Message From The Dean

**T**here are more than 600 colleges and universities in the United States that grant the MBA degree. Although each school teaches approximately the same material with the same, or similar textbooks, the education that students receive at each of these schools is different. The differences depend upon the educational philosophy of the schools, the facilities of the schools, the method in which the course material is taught, the quality of the students that are enrolled, and the supplemental programs that are offered. Therefore, the purpose of this catalog is not only to tell the story of **what we do** at the Crummer School, but also to tell the story of **how we do it**.

This catalog presents the qualities that make the Crummer School different and the best choice for many outstanding students. We are small and personal, but we offer the diversity of student background that is lacking in many schools that are much larger. We are located in an ideal southern economic and geographical climate, but many people think that we reflect the quality of an MBA program that is most often found in the Northeast. Perhaps the most important difference is an attitude that pervades the administration, the faculty, and the students. We refuse to settle for anything that is less than our best effort. In the words of Philip Crosby, perhaps the world's foremost spokesman on **quality management**, who is a member of the Crummer School Board of Overseers, our goal is to "Do things right the first time."

We at the Crummer School believe that an MBA is more than a collection of business courses. The setting in which the learning occurs is important, as is the interaction that takes place during the learning process. In addition, we think that knowledge of information is relatively useless for managers unless they also know how to apply that knowledge and communicate it to others. For that reason, the Crummer School stresses both oral and written communication in the curriculum and elects to use the case method of instruction to reinforce these skills. We also believe that a manager has a professional responsibility to the company, the customers, and the community. These values are also reinforced within the curriculum.

The Crummer School has a policy of hiring only those faculty who have taught elsewhere and who have demonstrated outstanding teaching skills. We encourage our faculty to pursue scholarly endeavors and to publish. The result is a talented faculty that rivals that of any school. All faculty members hold a doctorate in the field in which they teach, all are judged on their performance in the classroom, and more than sixty percent of them have published at least two textbooks with major publishers.

To some prospective students who read this catalog, these Crummer differences may mean nothing. However, to those whom we would welcome eagerly, these differences mean everything.



## The Crummer School

**T**he MBA program at the Roy E. Crummer Graduate School of Business at Rollins College is designed to prepare qualified men and women to pursue careers in the management of dynamic organizations. The school is accredited by the American Assembly of Collegiate Schools of Business (AACSB), and was identified by the *Gourman Report* as being in the top ten percent of all MBA programs in the nation.

The Crummer School specializes in graduate education and emphasizes a personal approach to teaching and learning. In order to facilitate extensive faculty-student interaction, classes are limited in size. The curriculum prepares graduates for challenges at the highest management levels in their companies.

The objective of the MBA program at the Crummer School is to develop managers who can solve both present and future management problems. The design of the program makes it possible for those without undergraduate training in business or computers to quickly master these skills.

The mission of the Crummer MBA program is to teach students to apply the knowledge they are learning in their course work to the problems of management. The emphasis on the applications of theoretical concepts differs from many MBA programs in which theory itself is the essential component. The learning of textual material is not the goal of individual courses, but only an intermediate step. The goal is the application of the material that is appropriate for the particular problem being solved.



"When I applied to business schools, I was accepted to other nationally recognized programs. But I chose to attend the Crummer School. Why? First, the excellent faculty is easily accessible. Second, the curriculum is integrated and based on the case method. And third, the students come from diverse backgrounds and bring a wealth of knowledge to class discussions."

—Rick Stuebing, MBA '88  
President, MBA Association

## Rollins College

**R**ollins College is situated on the shores of Lake Virginia in Winter Park, Florida. The quaint but sophisticated city is adjacent to Orlando, one of the fastest growing metropolitan areas in the United States. Founded in 1885, Rollins is the oldest college in Florida and has developed a tradition of excellence in liberal arts education.

Rollins has an enrollment of 1,400 undergraduate students. It is private and independent of both state and church. The Rollins College student-faculty ratio of 12 to 1 provides an excellent learning environment. Ninety-two percent of the faculty hold the Ph.D. or highest degree in their fields. Rollins faculty members have earned national recognition from

their peers, including fellowships from the Fulbright Foundation, the American Council on Education, the National Science Foundation, and the National Endowment for the Humanities. Alumni include the winners of the Rhodes Scholarship and Nobel Prize.



## Central Florida

**T**he Central Florida area contains the corporate headquarters and regional offices of many major corporations including: Westinghouse, Martin Marietta, NCR, Harcourt Brace Jovanovich, AT&T, General Electric, Tupperware, General Mills Restaurants, Stromberg-Carlson, Walt Disney World, and the Harris Corporation. These companies actively support the Crummer School.

The College is a short drive from well-known tourist attractions such as Walt Disney World, The Kennedy Space Center, Sea World, Cypress Gardens, and the Atlantic and Gulf beaches. The College's location in Central Florida provides students with a special environment that includes a growing professional community, pleasing climate and access to many cultural events.



"The greater Orlando area boasts a diverse economy and a population of nearly one million. This area is successful as a result of its central location, natural and cultural amenities, a stable employment rate, no state income tax and costs of living below national averages. Our corporate attractions are as impressive as our world-reknowned tourist attractions, with a business climate as favorable as the weather. The quality of life makes Orlando an ideal environment."

—Roy Harris, President,  
Industrial Development Commission  
of Mid-Florida, Inc.

"As an international company dealing with consumer goods, Tupperware needs leaders who are sensitive to cultural differences and understand the practical aspects of marketing both domestically and abroad. That's why we have sent some of our promising management people to the MBA Program of the Crummer School, and why it is one of my own high priorities in helping the School to develop the reputation that it deserves."

—Bill Jackson,  
Chairman and CEO,  
Tupperware International

## Placement

The Crummer School provides career guidance and placement services to meet the special needs of MBA degree candidates and graduates. The Crummer Placement Program has a twofold purpose: one, to assist Crummer students with career planning and career search preparation, and two, to assist with the placement of Crummer MBA students.

Two of the Business Concepts courses include sessions on career planning and placement. These courses help students prepare their resumes, select a career to match their specific skills and personal goals, and prepare for the job search process.

The Crummer School is a member of an MBA placement consortium composed of Georgetown, William and Mary, Wake Forest, Rice, Southern Methodist University, University of Miami, Florida State University and Tulane. The purpose of the consortium is to sponsor MBA interview forums with corporations in major cities throughout the United States.

"You expect to find outstanding MBA graduates at schools like Harvard, Stanford, Virginia, and Northwestern, and that's why my company recruits at those schools. We also happen to know that we find equally qualified individuals from the Crummer School, and have always had top-notch potential employees on our schedule."

—Linda Sampieri,  
Vice President of Employee Relations,  
General Mills Restaurants, Inc.

The Crummer School emphasizes personal placement assistance for its students. Each graduating student meets with the Assistant Dean of Corporate Affairs to formulate a personalized job search plan. Students are also counseled before scheduling interviews with on-campus corporate recruiters to help them clarify their skills and acquire knowledge of the career progressions with the participating companies. The Crummer staff also works with the Alumni office of Rollins College to arrange interviews and placement programs in the major cities throughout the United States. The MBA Student Association is responsible for preparing the "Crummer Resume Book" that is distributed to major corporations nationally.

"I decided to try a recruiting schedule at the Crummer School since I had heard many positive comments about their MBA program. I have found their MBA graduates to be unique in that they combine an in-depth quantitative preparation with a broader perspective of business operations. They are more versatile in their capabilities, which is attractive to most corporations."

—Karen Rylander-Davis,  
Corporate Recruiter,  
Ryder Systems

## Recent Employers & Recruiters:

IBM	United Telephone
Chrysler	Florida National
Martin Marietta	Bank
SunBank	General Mills
Southern Bell	Restaurant
Procter & Gamble	Groups
Transco	Tupperware
Boeing	International
Texaco	Harris Corporation
General Motors	Ryder Truck Systems
Merrill Lynch	C & S Bank
Touche Ross & Co.	Toys R Us
NCR	K-Mart
Control Data	Citicorp
Dean Witter	Marion Labs
Reynolds	H L Financial Group
Arthur Andersen	Sears Roebuck
Honeywell	& Co.
First National Bank	CIA
NCNB National	Southern Business
Bank	Group
CitiBank	Southeast Bank
Peat Marwick	First Union
& Mitchell	Frito Lay
Barnett Bank	Trammel Crow
Federal Home	First Investors
Loan Bank Board	Lipton Tea
AT&T	Metropolitan Life

The 1987 mean salary was \$32,000 with a range of \$21,000 to \$98,000.



## Corporate Relations

### ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS BOARD OF OVERSEERS

**Mardian J. Blair**

President, Adventist Health Systems/  
Sun Belt Health Care Corporation

**Howard Bowie**

General Manager-Orlando Region  
Sears, Roebuck and Co.

**Buell G. Duncan, Jr.**

Chairman of the Board and CEO  
Sun Bank, N.A.

**George V. Grune**

Chairman of the Board and CEO  
Reader's Digest Association, Inc.

**Austin Guirlinger**

President  
Cardinal Industries, Inc.

**William Hattaway**

Executive Vice President  
President, International Division  
General Mills Restaurants, Inc.

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President  
H. J. High Construction Company

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President  
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**William Jackson**

Chairman  
Tupperware International

**Ernest L. Jones**

President  
Stromberg-Carlson Corporation

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President-Publisher  
The Orlando Sentinel

**Edward J. Manning**

Managing Partner  
Ernst & Whinney

**James Passilla**

Senior Vice President  
Walt Disney World

**Howard Pierce**

General Manager  
Westinghouse Electric Corporation

**Georges St. Laurent**

President  
St. Laurent Properties

**Mike Schweitzer**

Vice President and General Manager  
WCPX-TV 6 Orlando

**Jack O. Snyder**

Executive Vice President  
Harcourt Brace Jovanovich, Inc.

**Michael Strickland**

President and CEO  
Barnett Bank of Palm Beach County

**Selby Sullivan**

Chairman of the Board  
Hubbard Construction Company

**Troy Todd**

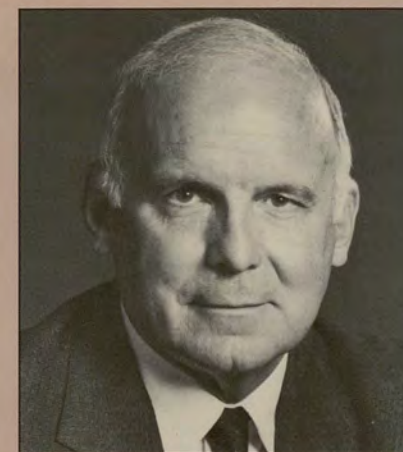
President  
United Telephone Company of Florida

**Maurice (Bud) Yeager**

President  
Litton Laser Systems

**A. Thomas Young**

President  
Martin Marietta Electronics & Missiles Group



"In my opinion, the Crummer School offers a most excellent program for educating business leaders. Their emphasis on the practical application of business concepts, communication skills and ethics — places them in the leadership of graduate business education."

—George Grune,  
Chairman and CEO,  
Reader's Digest Association, Inc.

"I, along with other executives, have questioned the philosophy of many MBA programs that are preparing theoretical specialists. I am pleased to be associated with the Crummer School which is educating students that are making significant contributions to major corporations throughout the country."

—Troy Todd,  
CEO,  
United Telephone

**T**he Corporate Council is a membership organization composed of companies that actively support the Crummer School. The membership fee of \$1,000 per year is used to purchase equipment for the Crummer Computer Center and library materials, and to support merit-based scholarships.

## ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

### Corporate Council Membership

AT&T Information Systems	Grover Bryan, Inc.	Orlando Utilities Commission
Acousti Engineering Company of Fla.	Harcourt Brace Jovanovich, Inc.	Parkview Investment
Albertson International	Harper Mechanical	Peabody Hotel
All American Pest Control	H.J. High Construction Company	Peat, Marwick, Mitchell & Co.
American Pioneer	His Stores for Men	Pillar-Bryton Co.
Arthur Anderson & Company	Holidays Inns, Inc.	Prudential Bache
Baker & Hostetier	Roger Holler Chevrolet	Radisson Hotel Orlando
Baldwin-Fairchild Funeral Homes	L. J. Hooker International	Reader's Digest Association
Barnett Bank	William R. Hough & Company	The Real Estate Consortium
Bill Bryan Subaru/Saab	Hubbard Construction Company	Thomas Ruff Company
Bowyer-Singleton	Hughes Supply, Inc.	Saga Corporation
The Bywater Company	Humana of Florida	Schenck Company
C&S National Bank	The Huskey Company	Sears Roebuck & Co.
Cardinal Industries of Florida	Inacomp Computer Systems	Sentry Alarm Systems of America
Carnegie Properties	James B. Greene & Associates	Shearson Lehman Brothers
Central Florida Press	JMC Services, Inc.	Showalter Flying Services, Inc.
B.R. Chamberlain & Sons	Jewett Clinic	Smith, MacKinnon & Matthews, P.A.
Champ's Plaza	Johnson & Johnson	Southeast Bank, N.A.
Church Street Station	The Keewin Company	Southeastern Municipal Bonds
Condev Group, Inc.	John & Sally Kest	Southern Bell
Contemporary Cars	Edward Kimball Management	St. Laurent Properties
Credit Card Software	Koger Properties, Inc.	Stromberg-Carlson
Philip Crosby Associates	Kraft Insurance Agency	Sumner-Kramer Inc.
Cuthill & Eddy	Kuykendall Insurance Agency, Inc.	Sun Bank, N.A.
Davgar Restaurants	A. C. Leerdam	Sunbelt Investors Group, Inc.
Dayron Corporation	Harry P. Leu Foundation	Tip Top Roofing
Deloitte Haskins & Sells	Lincoln Property	Thermocarbon, Inc.
Demetree Builders	Litton Laser Systems	Traylor Foundation
DeWolf, Ward & Morris, P.A.	McCree Architects	Tri-City Electrical, Inc.
A. Duda & Sons, Inc.	Maguire, Voorhis & Wells, P.A.	Tupperware International
Ernst & Whinney	Markel, McDonough & O'Neal	United Telephone System
FLM Building Products	Martin Marietta Orlando Aerospace	Vickrey Ovresat Awsumb Assoc.
Florida Hospital	Maher, Overchuck, Langa & Lobb, P.A.	WCPX-TV Channel 6
Florida Informangement Services	Mechtron International Corp.	WESH-TV Communications
Florida National Bank	Merrill Lynch International	Walt Disney World
First Realty Advisors	Midland Mortgage Corporation	Westinghouse Corporation
First Union Bank	NCNB National Bank	Winderweedle, Haines, Ward
General Mills Restaurants, Inc.	National Standard Life Insurance	Winter Park Memorial Hospital
Granada Companies	The Orlando Sentinel	Xerox Corporation

## The Crummer Difference

### The Mentor Program

The Mentor Program is designed to facilitate the professional and personal development of MBA students enrolled in the Crummer School. The program provides an opportunity for students to observe business executives in a working environment to obtain a better understanding of the practical aspects of management. The program also provides a role model/advisor for students, which is beneficial as students begin their career search process. Recent mentors have included the presidents and/or chairmen of major corporations such as Tupperware, Stromberg-Carlson, SunBank, and Readers Digest, as well as the Governor of the State of Florida.

Mentors and students are paired at the time the student is enrolled in the full-time MBA program and the relationship is expected to continue until the student graduates two years later. Mentors allow their student partners to "shadow" them on the job; take them to lunch or dinner at least once each term to encourage the student in his or her job search and give advice on pursuing and performing in the position; and provide an exposure to the decision making process of the organization by permitting the student to attend a business planning session, directors meeting, or other important work sessions. Mentors often participate more fully by offering additional on-the-job experiences, recommendations or tips on jobs and reviewing the student's resume.

## MENTOR PROGRAM PARTICIPANTS 1987-88

MR. AVIE ABRAMOWITZ,  
*Insurance Representative*  
Equitable Life Insurance

MR. JOHN BAVA, *Partner*  
Deloitte, Haskins & Sells

MR. JOHN BOUCHER,  
*President*  
Thermocarbon

MR. GARY BREWER, *Manager*  
Jacobson's

MS. VICKI BRITTON,  
*Senior Vice President*  
Florida National Bank

MR. BILL BRYAN, *President*  
Bill Bryan Subaru/Saab

MR. ROBERT BRYAN, *President*  
Grover Bryan, Inc.

MR. TED BYWATER, *CEO*  
The Bywater Company

MR. DAVID CALLEN, *President*  
H.I. Development

MR. PETE CHAMBERLAIN, *Partner*  
Crown Consulting Group

MR. GUY COLADO, *President*  
National Bank of Commerce

MR. HARRY COLLISON, *President*  
The Real Estate Consortium

MR. KEN CONE, *District Manager*  
Florida Power Corporation

MR. CLIFTON CONLEY, *Vice President*  
WFTV-Channel 9

MR. KEVIN COOLEY, *Director*  
Post Buckley Schuh & Jernigan

MR. PHILIP CROSBY, *Chairman*  
Philip Crosby Associates, Inc.

MR. BUELL DUNCAN, *Chairman*  
SunBank

MR. BUD ECHOLS, *Branch Manager*  
IBM

MS. ANDREA ELISCU, *President*  
Medical Marketing, Inc.

MS. KATHY FALLER, *Comptroller*  
NCR

DR. HANK FISHKIND, *President*  
M.G. Lewis Econometrics

MS. GEORGIA FOSTER, *Vice President*  
NCNB National Bank

MR. ROBERT GAULT, *President*  
Sea World

MS. CAROLYN GOSSELIN,  
*General Manager*  
Young & Rubicam

MR. TOM GRANT,  
*Senior Vice President*  
Southeast Bank

MR. GEORGE GRUNE,  
*Chairman & CEO*  
Reader's Digest

MR. TREVOR HALL, *Manager*  
L.J. Hooker International

MR. GEORGE HALLIGAN, *Manager*  
Sears

MR. BILL HEMMERLY,  
*Director of Accounting*  
Creative Dining

MR. STEVEN HIGH, *President*  
H.J. High Construction

MR. BILL HILL, *President*  
Sentry Alarm Systems

MR. EVERETTE HUSKEY, *President*  
Huskey Real Estate Company

MR. WILLIAM JACKSON, *Chairman*  
Tupperware International

MR. BUDDY JOHNSON,  
*Vice President City Executive*  
Southeast Bank

MR. ALLAN KEEN, *President*  
The Keewin Company

MR. JAMES KERSEY, *Vice President*  
Lincoln Property Company

MR. KEN KIRCHMAN, *Chairman*  
The Kirchman Corporation

MR. RICHARD LICURSI, *President*  
Auxton Computer Enterprises

MR. GEOFF LONGSTAFF, *President*  
First Mercantile National Bank

MR. BOB LONGWELL, *General Manager*  
58 WDBO/K92FM

MR. ALAN LUCE, *Vice President*  
Tupperware Home Parties

MR. CHUCK LUTHIN,  
*Vice President, Finance*  
Walt Disney World

MR. FRED MACLEOD, *President*  
FLM Building Products

GOVERNOR BOB MARTINEZ

MR. A.G. McCREE, *Director*  
McCree, Architects & Construction

MR. RICHARD McRAE, *Vice President*  
United Telephone Company of Florida

MR. NOEL MOORE, *Vice President*  
Davgar Restaurants

MR. RICK PETERSEN, *Partner*  
L. J. Hooker International

MS. CINDY PULLEN,  
*District Manager, Customer Service*  
Xerox Corporation

MR. JOE REGNER, *Senior Vice President*  
Barnett Bank

MR. BRUCE REYNOLDS,  
*Vice President*  
United Telephone

MR. TOM RIGGS, *CEO*  
Semoran Management

MR. BERT ROPER, *President*  
Roper Growers Cooperative

MR. MICHAEL SAWRUK, *President*  
Demetree Builders

MR. TED SCHIAFONE, *Vice President*  
Florida National Bank

MR. MIKE SCHWEITZER,  
*Vice President*  
WCPX-TV

MR. EMORY SELLERS,  
*Senior Vice President*  
Southeast Bank

MR. CHUCK STEINMETZ, *President*  
All America Termite & Pest

MS. CYNTHIA SUCHER,  
*Vice President, Marketing*  
Winter Park Hospital

MR. RICHARD SWANN, *Chairman*  
American Pioneer

MS. DAWN THOMPSON,  
*Manager, Energy Services*  
Florida Power Corporation

MR. ROYCE THOMPSON, *Vice President*  
Florida Hospital

MR. TOMMY THOMPSON, *Sr.*  
*Vice President Corporate Banking*  
Barnett Bank

MR. DAVID TROXEL,  
*Senior Vice President*  
SunBank

MR. DANE TURNER, *Manager*  
Prudential Bache

MR. BOB VERGE,  
*Manager Cost Analyst*  
SAIC

MR. TOBY WAGNER, *President*  
Southeast Municipal Bonds

MR. BILL WARREN, *Editor*  
Orlando Business Journal

MR. WILLARD WISLER, *President*  
Winter Park Hospital

DR. PETER YESAWICH, *President*  
Robinson, Yesawich & Pepperdine



"I participated in the Crummer School 'Mentor Program' which enables students to get a first-hand view of the way industry operates under various management styles. I was very impressed with the business education and professional attitude of my student and personally learned a great deal through the exchange. One of my staff was so impressed that after graduation he hired her."

—Ernest L. Jones,  
President,  
Stromberg-Carlson Corp.

## Computer Education

**T**he administration and faculty of the Crummer School have realized the growing importance of computer knowledge in the business world and the educational requirements that must be fulfilled to provide Crummer MBA graduates with computer experience to enhance their positions as business professionals. The MBA program has been designed to accommodate the varying degrees of computer background that are demonstrated by the incoming students. The orientation week in August introduces all students to the computer programs that will be used in conjunction with the academic courses. The Business Concepts courses provide students with on-going computer instruction in computer applications that are needed, such as word processing, spreadsheet computations, presentation graphics and decision-making techniques.

The Crummer School utilizes many of the same hardware and software packages that are used by major corporations, so graduates can quickly adjust to the increasingly computer-oriented business world. The IBM and AT&T personal computers in the Crummer Computer Center are connected to a super-mini computer. Laptop computers in the executive classrooms allow each student to be linked to the mainframe computer system or to work individually on spreadsheet analysis or word processing. The executive classrooms also have the capability of utilizing color video projection. The projectors are connected to the mainframe computer system and to personal computers. Computer-supported presentation graphics are also accessible to both students and professors.

## Toastmasters

**T**he Crummer School is dedicated to improving student communication skills, both written and oral. In order to achieve the latter goal, Crummer has instituted a registered chapter of Toastmasters International expressly for MBA students. The mission of Toastmasters is to "help men and women learn the arts of speaking, listening and thinking—vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind."

All students are required to participate in Toastmasters during the two-year period of their enrollment. This requirement is fulfilled as part of the four courses in Business Concepts. The success of this program is evident from the improved performance of students during presentations in other courses.



## Campus Life

**T**he Crummer MBA Association provides channels for students to affect academic policies and curriculum. In addition, the MBAA works in conjunction with the Crummer Placement Office to provide specific placement assistance for MBA students. The organization provides a Housing Referral Service for new students, publishes a Student Handbook and monthly newsletter, and organizes MBA student activities such as the International Dinner.

Interaction between students, faculty and the administration is encouraged highly and facilitated through "coffee breaks" and the "Dean's Lunches." During sponsored coffee breaks, students and professors engage in informal discussion which is an integral part of the learning process. On a monthly basis, the Dean invites a group of students to lunch to discuss academic as well as non-academic issues and to allow the students to provide input regarding the MBA program. During the year, virtually all students are invited to attend at least one Dean's lunch.

Students participate in intramural sports including football, basketball, soccer, tennis, volleyball and softball. In addition, Crummer students have the opportunity to attend all Rollins sporting events, featuring the Rollins Tars, nationally ranked Division II basketball team.

The arts play an important role in life at Rollins and the city of Winter Park. Rollins is the home of the Annie Russell Theatre that sponsors plays, musicals and dance recitals throughout the year. The city of Winter Park holds the Autumn Arts Festival on the lawn of the Rollins campus and the Spring Arts Festival in downtown Winter Park.



## Academic Program

The full-time MBA program is a 53 credit hour program including eight required core courses, six electives, and two integrating courses. In addition, requirements include the Business Concepts courses for which a total of five credits are earned. The first in this series of courses, MBA 501, is an orientation week that provides various skills that are preparatory for graduate course work. The skills covered during the week are taught through the utilization of a comprehensive case about a major corporation. The additional four credits (MBA 502, 503, 504 and 505) are earned through other Business Concepts courses which provide communication, computer, and personal skills that are essential for successful business careers. These Business Concepts courses are offered throughout the academic year.

During the first year in attendance, students enter a prescribed program to complete the core course requirements. The schedule assures that all first year students become acquainted, and facilitates the formation of study groups.

During the second year, students are required to take six 3-credit elective courses, with a maximum of three elective courses being allowed in any one academic area. In addition, the students take two integrating courses: Management Policy and Management Simulation.

Year 1:

Fall Term	ACC 501 Financial Accounting	ECO 503 Economics for Managers	MGT 501 Organizational Behavior	POM 502 Quantitative Methods	MBA 502 Business Concepts
Spring Term	ACC 502 Managerial Accounting	FIN 502 Financial Management	MKT 501 Marketing Management	POM 503 Operations Management	MBA 503 Business Concepts

Year 2:

Fall Term	MBA 602 Management Simulation	Elective	Elective	Elective	MBA 504 Business Concepts
Spring Term	MBA 601 Management Policy	Elective	Elective	Elective	MBA 505 Business Concepts

## Core Courses

**E**ight core courses are required of all MBA students. These courses may not be exempted.

### ACC 501 Financial Accounting

Corporate financial reporting for external users of financial statements is introduced. Examination of the form and content of financial statements and the methods used to account for assets, liabilities, capital, fund flows, and other information reported in them in conformity with accounting principles.

### ACC 502 Managerial Accounting

Internal reporting for managerial decision making is the focus of this course. Management planning and control techniques, basic cost analysis, capital budgeting, and quantitative applications are covered. Prerequisite: ACC 501.

### ECO 503 Economics for Managers

This course covers the application of economic reasoning and analysis to issues faced by the practicing manager. Macroeconomics, which deals with the environment of the firm, and microeconomics, which focuses on the decisions made within an individual firm, are both covered.

### FIN 502 Financial Management

This case-oriented course provides opportunities to learn financial principles through application to managerial situations. Various aspects of risk versus expected return are used in consideration of financial decisions. Topics include working capital management, capital budgeting, capital structure, and management of funds flow. Prerequisite: ACC 501.

### MGT 501 Organizational Behavior

This course provides the foundations for understanding individual and group behavior and its application to problems faced by managers. Extensive use is made of experiential learning and cases in addressing the topics of leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change.

### MKT 501 Marketing Management

This course is designed to develop the student's skill in analyzing and resolving marketing problems from the manager's perspective. Use of the case discussion method, case reports, and presentation. The course covers the factors affecting consumer and industrial demand, the role of advertising, channels of distribution, market research, pricing, product policy, and other elements determining the character and structure of marketing programs.



### POM 502 Quantitative Methods

Statistical and mathematical methods relating to management, marketing, economics, and finance are utilized. Topics include probability distributions, statistical estimation, hypothesis testing, regression analysis, sampling, time-series and decision theory.

### POM 503 Operations Management

This course discusses planning and control for manufacturing and service operations. Topics include operations analysis, quality management, inventory, waiting lines, linear programming, simulation and project planning. Case studies are used for applications. Prerequisite: POM 502.

## Elective Courses

**T**he prerequisite for the elective courses is the completion of the core courses.

### **ACC 607 Corporate Taxation**

This course is a study of the tax consequences of business transactions. Topics include dealing with the IRS, business property acquisition and sale, types of compensation, corporate activity and reorganization, executive tax planning, and tax shelters.

### **ACC 608 Management Control Systems**

Management control is the process by which management assures that the organization carries out its strategies effectively and efficiently. This course examines management control from an integrative perspective and draws heavily from managerial accounting, organizational theory and behavior, and financial management. Emphasis is on class discussion of readings and analysis of cases.

### **ACC 609 Contemporary Financial Accounting**

This course examines financial accounting and reporting through the use of oral and written presentation of assigned cases. The topics include asset valuation, revenue and liability recognition, financial statement analysis, and reporting issues. The purpose is to prepare the non-accounting manager to understand and use financial accounting information in decision making. This course is not designed for students with an extensive undergraduate accounting background.

### **FIN 601 Advanced Financial Management**

This case-oriented course examines special advanced topics in financial theory and analysis. Topics selected to reflect current issues in financial practice. Advanced analytical techniques may be required.

### **FIN 602 Financial Institutions**

This course analyzes problems unique to financial institutions such as commercial banks, savings and loan associations, and casualty and life insurance companies. Case studies are utilized to consider topics of raising capital, meeting regulatory requirements, formulating investment policies, and managing operations. The course also deals with the economic and social environments in which financial intermediaries operate.

### **FIN 603 Investments**

This course provides the student with a method of analyzing the broad spectrum of investments. Portfolio theory is used to examine risk/return of various investments. Attention also is directed to formulation of investment strategies, tax effects, and estate planning.

### **FIN 604 Public Finance**

This course examines fiscal administration in the public sector; primary emphasis is placed on state and local financial structures; revenue sources, budget administration, and debt policies are examined; field work is required.





### **FIN 605 Future Markets**

This course exposes the student to futures markets and their potential applications for attaining various business objectives. Case studies demonstrate how enterprises involved in the food, fiber, feed, metal, forest products, and financial sectors of the economy could use futures contract buying or selling to their advantage.

### **FIN 606 Financial Statement Analysis**

This course enables advanced students to acquire a theoretical/empirical foundation linking market reaction to the disclosure of accounting information. The properties of accounting figures, investor's decision models, and the environment in which these decisions are made will be examined.

### **MGT 601 Labor Relations**

Contemporary problems in collective bargaining, including current federal and state laws governing the bargaining process are discussed. Recent court decisions cover labor negotiations; arbitration, mediation and conciliation; grievance handling; union organization; and management techniques in negotiating the contract. Also discussed are the problems of collective bargaining in the public sector, and case studies in arbitration and grievance handling.

### **MGT 602 Personnel Administration**

This course covers functions and procedures of personnel management including recruitment, selection, hiring procedures, job analysis, supervisory and

employee training, work standards performance ratings, wage and salary administration, discipline, career development, and promotion transfers.

### **MGT 604 Venture Management**

Problems and techniques in managing a small business enterprise are discussed. Emphasis is placed on the entrepreneur and decisions under conditions of uncertainty.

### **MGT 606 International Management**

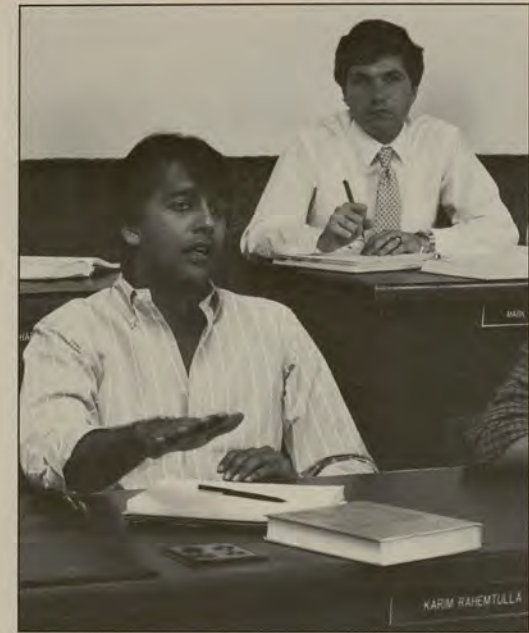
This course is involved with the issues and problems facing managers when firms do business with and within foreign countries. Topics include entry into foreign markets, operating problems and alternatives, and governmental relations of multinational companies.

### **MGT 607 Law for Managers**

This course deals with the major federal and state regulatory agencies as they affect the business enterprise. Topics include securities regulations, equal employment, consumer protection, anti-trust, labor relations, pollution, and OSHA.

### **MGT 609 Creativity & Self-Actualization**

The purpose of this course is to increase the individual's level of creativity to improve creative skills for application in individual and organizational problem solving situations. The course is also designed to increase the individual's self-actualization levels for the purposes of strengthening individual contributions to the organization and for effectively coping with organizational complexities.



### **MGT 610 Strategic Planning**

This course introduces the student to the methods and processes of strategic planning, for large and small, profit and not-for-profit, single-business and multidivisional, and multinational organizations. Emphasis is placed on the analytic processes by which strategies are formulated, evaluated, reformulated, and implemented. Cases and a group project in a local organization are used during this course.

### **MKT 601 Marketing Research**

Conception, planning, and performance of marketing research projects in order to provide an objective basis for marketing strategies are discussed. Topics include definition of research objectives, data sources, research design, interpretations of data, and evaluation of research proposals and results.

### **MKT 602 Consumer Behavior**

This course entails a review and evaluation of major theories of consumer behavior. Topics include: market segmentation, consumer decision processes, group and individual influences on consumer behavior, and application to marketing management.

### **MKT 603 Sales Management**

This course is intended to aid the student in developing analytical abilities and to provide an overview of the various decisions facing a sales manager.

### **MKT 604 Advertising**

This course is designed to provide the skills necessary for management of the advertising function. Consumer motivation, agency-advertiser relationships, media evaluation, budgeting, and advertising measurement are among the topics covered. Special emphasis is placed on the necessarily close relationship between advertising and all other aspects of marketing activity.

### **MKT 605 International Marketing**

This course assumes familiarity with general marketing management and utilizes this as a base to develop insights and understanding of international marketing which occur in a unique environment. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace.

### **POM 601 Forecasting**

The fundamental problems of forecasting required in management processes are discussed. Includes trend analysis, the use of quantitative and qualitative guides, indices, and sources of data.

### **POM 602 Service Operations Management**

The purpose of this course is the study of service-oriented businesses and the unique operational problems they pose for management. Case studies focus on the service delivery systems used in retailing, transportation, insurance, lodging, entertainment and medical fields.

## **Integrating Courses**

**T**he two integrating courses are required of all degree candidates and should normally be taken during the final two terms.

### **MBA 601 Management Policy**

The management policy course serves to integrate the disciplines of the various areas covered by the core courses. Taught largely by the case method, it requires students to deal with the complex situations as seen through the eyes of the top executive.

### **MBA 602 Management Simulation**

Through the use of a complex computer game, the operations of a competitive industry are simulated over a multi-year period. Student teams represent different companies within an industry and must make personnel, financial, production, and marketing decisions.

## **Independent Study Courses**

**T**he following courses are available to those students who would like to pursue advanced topics in certain areas, or who would like to implement the academic theory that they have learned. Enrollment in these courses will be counted as elective credit.

### **MBA 604 Management Project**

The project requires an in-depth examination of a specific real management problem which requires knowledge of the academic disciplines covered in the core area. Full-time students who have work experience may use the project to apply their knowledge in an integrative manner. Topics must be approved through formal outlines in the term preceding registration.

### **MBA 605 Thesis**

The thesis may be done for either 3 or 6 credits, depending on the extent of the study. The extensive paper must include library or experimental research on a topic approved by the Office of the Dean. It should be an extension of a student's field of interest, allowing for an extensive inquiry into the subject chosen. Topics must be approved through formal outlines in the term preceding registration.

## Faculty

### Martin L. Bell

Professor of Marketing

B.A. The Principia College  
M.B.A. University of Pennsylvania  
Ph.D. University of Pennsylvania

Dr. Bell was on the faculty of Washington University in St. Louis from 1956 to 1980. During that time he served as director of doctoral studies as well as director of the MBA Program. He has organized and participated extensively in management development programs for a number of major corporations and associations. Dr. Bell has published articles in marketing journals, has contributed to several textbooks, and is the author of Marketing: Concepts and Strategy, which is in its third edition.

### Charles H. Brandon

Professor of Accounting

B.S. Florida State University  
M.S. Florida State University  
Ph.D. University of Georgia

Dr. Brandon has served on the faculties at the University of Central Florida, the City University of New York, the University of Rhode Island, and the University of Missouri. He received his Ph.D. in Accounting and Business in 1972, and is certified as a public accountant in the state of Florida. Dr. Brandon has published extensively in the fields of accounting and management science. He serves as Associate Editor for the Journal of Accounting Education.

### Samuel C. Certo

Professor of Management

B.B.A. University of Cincinnati  
M.B.A. Ohio University  
Ph.D. Ohio University

Dr. Certo comes to the Crummer School having taught at Ohio University, The University of Hawaii, and Indiana State University. He has published several widely accepted textbooks including Principles of Modern Management, Business, and Strategic Management: Concepts and Applications. Among his professional distinctions, Dr. Certo has received The Excellence In Leadership Award from the Management Education and Development Division of the Academy of Management and has served as president of the Association for Business Simulation and Experiential Learning. Professor Certo has also served as an Associate Editor of Simulation and Games and a member of the Review Board of The Academy of Management Review. He is a consulting editor for The Allyn & Bacon Publishing Company as well as a management consultant to other major corporations.

"The Crummer faculty maintains a serious concern for excellence in MBA education. Despite Crummer's generally accepted reputation for quality education, its faculty is constantly exploring and implementing new methods for improving the student learning process. At Crummer, there are challenging students, a relevant curriculum, a nationally recognized faculty, and state-of-the-art educational facilities. Almost any serious educator would feel fortunate to have the opportunity to pursue career objectives in such a professional environment."

—Sam Certo, Ph.D.  
Professor of Management

### David M. Currie

Associate Professor of  
Economics & Finance

B.S. University of Florida  
M.B.A. University of So. California  
Ph.D. University of So. California

Having previously served on the faculties of Stetson University and the University of Tennessee, Dr. Currie joined the Crummer faculty in 1980. His publications and research focus on corporate finance and public sector finance. He has served as a member of the Winter Park City Commission.

### Frank A. Dasse

Associate Professor of  
Economics & Finance

B.S.E.E. University of Michigan  
M.B.A. Stetson University  
Ph.D. University of Florida

Dr. Dasse joined Rollins as a member of the Department of Economics in 1976 and became a member of the Crummer School faculty in 1980. Prior to teaching at Rollins, he spent a number of years as an engineer and manager in industry. He is active as a consultant to many agribusiness organizations in Florida and writes a highly respected newsletter on citrus marketing and pricing matters.

**Ralph Drtina**

Associate Professor of  
Accounting & Management

B.S. Florida State University  
M.B.A. Florida State University  
Ph.D. Ohio State University

Dr. Drtina is certified as a public accountant in the state of Florida, and specializes in the use of accounting for managerial decision-making and control purposes. Before joining the Crummer School, he served on the faculty of Lehigh University, and worked in both industry and government. He has a number of published articles in the leading academic journals of business and accounting.

**Edward T. Grasso**

Associate Professor of  
Management Science

B.S.B.A. Old Dominion University  
M.B.A. Old Dominion University  
Ph.D. Virginia Polytechnic  
and State University

Dr. Grasso served on the faculty of Lehigh University and had a special one-year appointment at the University of Petroleum and Minerals in Saudi Arabia before joining the Crummer faculty. He has conducted research on materials requirements planning systems and has published a number of articles in the most respected production and operations journals. Dr. Grasso is actively involved with the American Production and Inventory Control Society, and is a member of the Decision Sciences Institute and the Institute of Management Science.

**Theodore T. Herbert**

Professor of Management

B.B.A. Georgia State University  
M.B.A. Georgia State University  
D.B.A. Georgia State University

Dr. Herbert has published a reference book and four textbooks, and over fifty articles and research monographs. His research has been presented to leading academic and professional societies in the U.S.A., Canada, and Europe. He serves on the editorial review boards of a number of journals and has held many leadership positions in academic and professional societies. He is a Fellow of the Academy of Management. Dr. Herbert has served as consultant to large and small businesses in strategy issues and strategic planning. His teaching responsibilities include courses in Organizational Behavior, Strategic Planning, and Management Policy.

"I was head of the Division of Management Science and Information Systems at the University of Colorado when I heard about the exciting approach the Crummer School was taking. I am tremendously pleased that we are the first business school in the country to have all electronic classrooms. To my surprise, the Crummer School has become the most sophisticated user of technology in the teaching process, while continuing to be oriented to the individual in its pedagogical approach."

—Don Plane,  
Professor of Management Science,  
Author of 5 textbooks

**James M. Higgins**

Professor of Management

B.B.A. Emory University  
M.P.A. Georgia State University  
Ph.D. Georgia State University

Dr. Higgins has a Bachelor's Degree and a Master's Degree in Accounting and a Doctorate in Management. He came to the Crummer School after teaching at Auburn University. Since 1973, he has been a management consultant to various business and government organizations where he works primarily in strategic planning, creativity, and human relations training. He has written several textbooks in business policy and organizational behavior. He recently completed Escape From The Maze, a tradebook on creative problem solving.

**Pearson Hunt**

Professor of Finance

Ph.B. Yale University  
M.B.A. Harvard  
D.C.S. Harvard

Dr. Hunt was the Edmund Cogswell Converse Professor of Finance and Banking at the Harvard Graduate School of Business. He has also served on the faculties of Babson College and the University of Massachusetts. Dr. Hunt has published four books in accounting and finance and has a long history of article publications in leading journals. Professor Hunt's books, monographs, and professional articles have been published in foreign languages including Italian, Spanish, Hebrew, German and Turkish. He has taught abroad for the Ford Foundation and AID and has served as a consultant to many national and international corporations.

**Serge M. Matulich**

Professor of Accounting

B.S. California State University  
Ph.D. University of California-Berkeley

Dr. Matulich previously served on the faculties of Indiana University, University of California at Berkeley, and Texas Christian University. He is a Certified Public Accountant and a Certified Cost Analyst. He has written textbooks on financial accounting, managerial accounting, and cost accounting, and has published numerous study guides, technical papers, practice sets, and more than 25 research papers in academic and professional journals. Dr. Matulich has extensive business experience, has served as director on the boards of several corporations, and is an active consultant.

**Donald R. Plane**

Professor of Management Science

B.S. University of Cincinnati  
M.B.A. Indiana University  
D.B.A. Indiana University

Before joining the Crummer School faculty, Dr. Plane served as Head of the Division of Management Science and Information Systems at the University of Colorado. He was also on the faculty of the United States Air Force Academy. He has published five textbooks and many journal articles. In 1978, Dr. Plane was selected as a Fulbright Professor. Professor Plane received the Innovative Teaching Award from the Southern Business Administration Association in 1985. He is listed in Who's Who In America.

**Max D. Richards**

Distinguished Professor Emeritus  
of Management

M.B.A. Harvard University  
Ph.D. University of Illinois

Prior to his appointment to the Crummer School, Dr. Richards spent 25 years as a Professor of Management at Pennsylvania State University. He has written four books and numerous articles on the subject of management. Dr. Richards is a Fellow of the Academy of Management, having served as president of that organization in 1967. He is active in directing management education for top executives in the United States, Europe and South America.

**Martin Schatz**

Dean  
Professor of Management

B.S. University of Alabama  
M.B.A. University of Florida  
Ph.D. New York University

Dr. Schatz served as Dean of the School of Business and Public Management at the State University of New York before joining the Crummer faculty. He also was a member of the administration and faculty at Adelphi University, Worcester Polytechnic Institute, and New York University. Trained as an engineer, he spent several years working in the aerospace industry. Dr. Schatz has published a number of journal articles on management and management education, and is listed in Who's Who in The South.

**Julian W. Vincze**

Associate Professor of Marketing

B.S. University of Montana  
M.B.A. University of W. Ontario  
Ph.D. Bradford University (England)

Dr. Vincze has been employed by universities and industry in Canada, England, and the United States. He has been at Rollins College since 1977, and on the Crummer faculty since 1980. Dr. Vincze has published several articles and is coauthor of two textbooks: Strategic Management and Organizational Policy and Managerial Marketing: Concepts and Cases. He has been active in the Academy of Marketing Sciences and is currently on the Academy's Board of Governors.

**ADMINISTRATION**

Martin Schatz	Dean
Stephen Gauthier	Assistant Dean for Admissions and Operations
Anne Kerr	Assistant Dean for Corporate Relations
Anne Strauss	Assistant Director of Admissions
Thomas Danford	Manager of Computer Systems
Carla Kimball	Manager of Computer Software

## Academic Policies

### Continuous Matriculation

Degree requirements existing at the time of initial admission will remain in force only if the student maintains continuous matriculation. Students who do not register for courses during a given academic year may keep their Programs of Study active by paying a \$25.00 fee for maintenance of matriculation. This fee may be paid to the Registrar at any time during the academic year, until the last day of class.

### Transfer Policy

A maximum of 6 credits taken from an accredited graduate program may be transferred into the MBA program through a petition to the Office of the Dean. Transfer credits will be accepted only if grades of "B" or better are received and the course content is judged to be comparable. Work cannot be taken at another school while enrolled at Crummer unless special permission is granted in advance by the Dean.

### Academic Concentration

The Master of Business Administration is a general management degree that provides managers with the knowledge and skills needed to manage the complex and varied problems facing an organization. It is not intended to produce either technicians or specialists. Therefore, students may use their electives to select those courses in which they have an interest, as long as no more than three are taken in a single academic discipline.

### Time Limit

Degree candidates are permitted six years within which to complete the degree requirements listed on the Program of Study, provided that they maintain continuous matriculation. Failure to complete the degree in the time period will require a new Program of Study designating the requirements for the degree which exist at that time.

### Graduation Requirements

It is the responsibility of all students to make certain that all the course requirements for graduation listed on their Program of Study have been met. If there is any doubt, the Dean's office should be consulted prior to registration for the last semester preceding expected graduation.

### Petition to Graduate

Students must submit to the Dean's Office a petition to graduate at the start of their final semester of study. There is a graduation fee of \$25.

### Petition Procedure

Students may petition to request an exception to an academic regulation by obtaining an official form in the Office of the Dean.

### Scholastic Requirements

Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85. Any student whose average drops below 2.85 will be placed on probation. If the average drops below 2.5, the student is automatically dismissed.

### MBA Student Code of Academic Honesty

A primary goal of Crummer Graduate School of Business MBA students is to obtain a high quality graduate education that includes, in addition to important managerial skills, intellectual achievement, personal development, social responsibility, and high ethical and moral standards.

Students recognize that the value of their degree depends on the quality of the academic program, on the quality of faculty and fellow students, on the fairness of their grades, and on a learning environment in which high standards of ethics and honesty prevail. For an academic community to thrive in an environment of learning and free exchange of ideas, ethical conduct is inseparable from wisdom. Faculty and students affirm the value of academic honesty and accept the responsibility to maintain an environment in which academic dishonesty of any type shall not be tolerated.

Students at the Crummer Graduate School of Business subscribe to a code of academic honesty and affirm that they will not participate in plagiarism, cheating, violation of test policies, or complicity in dishonest behavior, nor will they tolerate in their midst students who violate this code. As a reminder of this affirmation, students shall sign a statement indicating that the work presented for classes is their own and that they have neither received nor given any help or information during examinations.

### Dean's List

Students who complete at least six credits in a given term and who achieve at least a 3.6 grade point average are placed on the Dean's list for that term.

### Graduating with Honors

Students who complete the MBA program with a cumulative grade point average that ranks them within the top ten percent of the entire year's graduating class will receive the distinction of graduating with honors.

### Awards

Three academic awards are presented at the Spring commencement exercises:

- The Wall Street Journal Student Achievement Award
- The John C. Myers Award for Scholarship and Leadership
- The Corporate Council Award for Distinguished Scholastic Achievement

### Grades

Grades are reported as follows:

- A: indicates consistently excellent work
- B: indicates work of the quality normally expected of a graduate student
- C: indicates work that is below the quality expected in graduate study
- F: indicates work that is unacceptable in graduate level of study
- I: Incomplete - indicates that the student and instructor have agreed that outstanding work will be completed and the grade changed to A,B,C or F by the mid-term point of the following term
- W: Withdrawal
- X: Nonattendance
- N: Audit

CR, NCR: credit or no credit may only be assigned for specifically designated courses.

### Grading System

The following quality points are assigned for each letter grade:

A:	4.00	B+:	3.33	C+:	2.33
A-:	3.67	B:	3.00	C:	2.00
		B-:	2.67	C+:	1.67



## Facilities

**T**he facilities of the Crummer School include modern executive-style classrooms, a 200-seat auditorium, an MBA student lounge and a computer center. The Crummer Computer Center is equipped with both IBM and AT&T personal computers that are all connected to a super-mini computer. The latest spreadsheet, database, graphics, statistical and word processing software is available on each machine.

Each of the School's executive classrooms contains a color video projection system linked to both the mainframe computer system and to a personal computer. The projectors allow the faculty to use sophisticated computer software in the classroom. The School also has the unique ability to distribute portable computers to students in the classroom, and to connect each of them to the mainframe computer system.

Video recorders and cameras are available in the classrooms for both playback and recording of presentations. Computer-supported presentation graphics is also available in each classroom. This allows both faculty and students to design and display professional presentations using computer-generated slides.

Crummer students may utilize Rollins College facilities including the state-of-the-art Olin Library which houses the Crummer Collection of library materials. Students have access to the best of the new technologies, services, and facilities within the library, which provides a location for quiet individual study or group study rooms.

Recreational facilities include a lakeside swimming pool, tennis courts and athletic fields. Water sports such as sailing and water skiing on Lake Virginia, and crew races on Lake Maitland are also available to MBA students. Golf is provided at a reduced charge through the college membership at the Big Cypress Country Club's championship course.

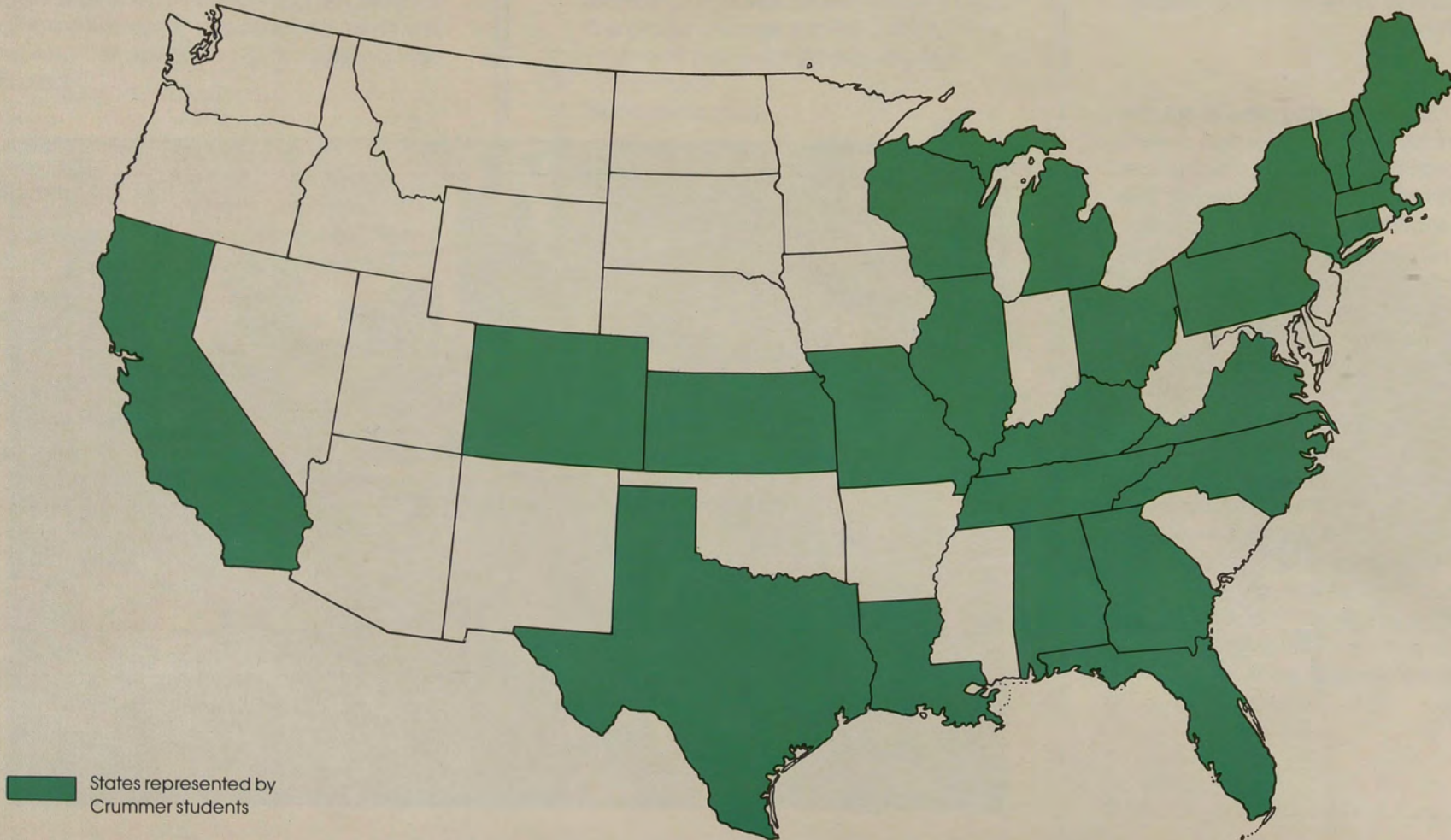




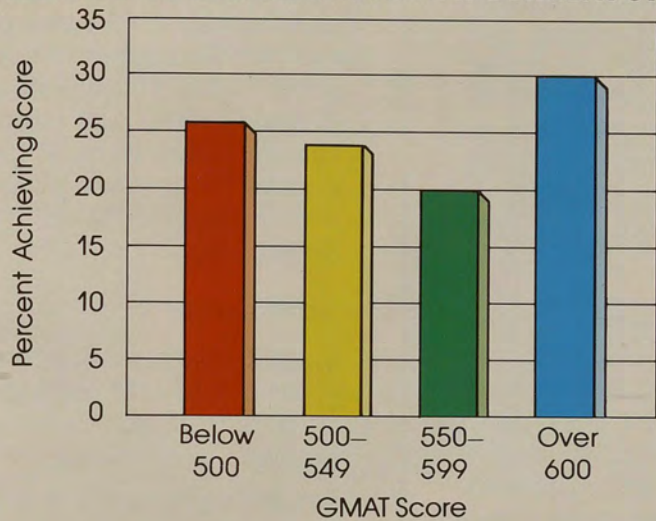
## Student Profile

**T**he Crummer School is a "national school" that attracts students from a broad geographic area. The one hundred full-time students have studied a variety of undergraduate subjects and have a wide range of prior work experience.

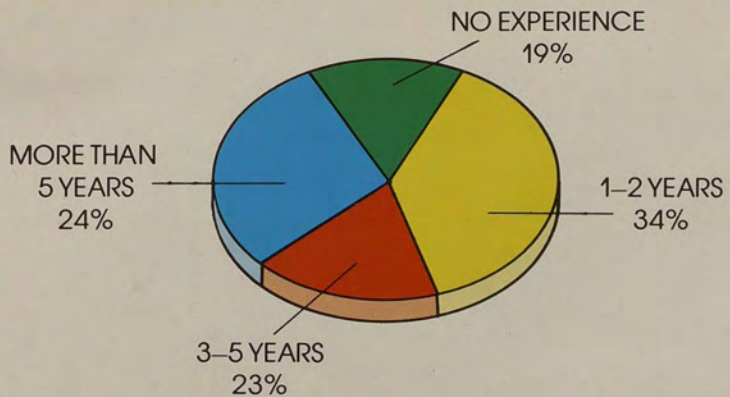
More than one-third of the full-time MBA students are recipients of merit-based scholarships. These students have an average GMAT score of 640, which places them in the top 5% of all those who take the test.



### DISTRIBUTION OF GMAT SCORES FOR CURRENT STUDENTS



### YEARS OF WORK EXPERIENCE FOR CURRENT MBA STUDENTS



"As a 27-year-old engineer living in Atlanta, I was apprehensive about pursuing my MBA. I was relieved to find that the average age in my class is 26, that most of us have at least three years of work experience, and that less than 30% of us did our undergraduate work in the state of Florida. Classes have been even more stimulating because of our varied backgrounds, both geographically and professionally."

—Chris Hine,  
Crummer MBA Student  
Tennessee Technological University

"After teaching at the Harvard Business School for 25 years, I expected to have a less demanding student body as a faculty member at the Crummer School. To my surprise, the students are challenging, well-selected, and motivated so they will achieve a great deal in today's business environment."

—Pearson Hunt,  
Professor of Finance,  
Author of 7 textbooks  
Harvard Business School  
Professor Emeritus

## Admissions

**A**dmission to the MBA program at the Crummer School is selective and based upon an evaluation of all application materials submitted by the prospective student. Previous academic records, test scores, prior work experience, recommendations, and evidence of maturity and motivation are among the factors that are evaluated during the admission process. It is the policy of the Crummer School not to discriminate against any individual on the basis of race, color, religion, national origin, sex, age, or handicap in matters of admissions. In addition, financial needs are not taken into consideration in making admissions decisions.

The following documents are required by the Admissions Office for appraisal:

1. **Application.** All questions on the official application must be completed before the Admissions Committee will consider an applicant. An application fee of \$25 must be submitted with the application.
2. **Academic Records.** Official transcripts are required from each college attended, including junior and community colleges, and all post-graduate study. Transcripts must be sent directly from the schools attended and should not be included in the same envelope containing the application.

3. **Graduate Management Admission Test (GMAT) Score.** All applicants, including students from other countries, are required to submit an official score from the GMAT that is sent directly from the Educational Testing Service in Princeton, New Jersey 08540. Foreign applicants are also required to submit scores from the Test of English as a Foreign Language (TOEFL).
4. **Letters of Recommendation.** Applicants should arrange to have two letters of recommendation sent directly to the Crummer School. Recommendations should be from faculty members and/or professional persons who can evaluate an applicant's academic performance or work experience and the applicant's potential for a successful management career.

Although an interview is not required, applicants are encouraged to visit the Crummer School to examine the facilities, meet with students, and have questions answered.

Full-time students may only seek admission to the Crummer School for the fall term. Students should have all their documents sent to the School by April 1 for preferential consideration. Late applications are considered on a space available basis.

## Financial Aid

### Need-Based Aid:

Student loans are available to all full-time students who have financial need. Students applying for need-based aid must submit a Guaranteed Student Loan application to the Office of Financial Aid, Rollins College, Winter Park, Florida 32789-4499. The application must be received by August 1 for aid starting in the Fall term, and by December 1 for aid starting in the Spring term.

### Merit-Based Aid:

Merit-based financial aid in the form of scholarships and assistantships is available for approximately one-third of the entering full-time students.

The scholarships that are used to help defray the cost of tuition have a value ranging from \$5,000 to full tuition. Among the scholarships offered are corporate scholarships sponsored by the following companies:

- NCNB National Bank
- Red Lobster Inns of America
- High Construction
- Philip Crosby Associates
- Hubbard Construction
- Harcourt Brace Jovanovich, Inc.
- Stromberg-Carlson
- Tupperware International
- Litton Laser

The Crummer School also provides Graduate Assistantships that are awarded to students selected to assist the Crummer faculty in research. These assistantships are awarded on the basis of merit for credit toward tuition and also include a cash stipend.



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# 1988-1989 Academic Calendar

## Fall 1988

August 26	Registration for New Full-Time Students
August 28 - September 3	MBA 501 - Orientation Week
September 7	Fall Term Begins
October 26	Mid-Term Point
November 23 - 24	Thanksgiving Break
December 12 - 15	Final Exams Week

## Spring 1989

January 30	Spring Term Begins
March 20	Mid-Term Point
March 27 - 31	Spring Break - No Classes
May 8 - 11	Final Exams Week

## Tuition

1987-1988 tuition: \$4,280 per term\*

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Merit-based aid in the form of scholarships and graduate assistantships is considered for all students who are accepted to the Crummer full-time MBA program. No special application is needed for merit-based aid.

\* subject to change in 1988-1989

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