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1999-2000

CRUMMER


GRADUATE SCHOOL OF BUSINESS
ROLLINS COLLEGE • WINTER PARK/ORLANDO, FLORIDA



PROFESSIONAL MBA PROGRAM
EXECUTIVE MBA PROGRAM

FLEXIBLE MBA
PROGRAMS IN AN

Enriching
SETTING



ROY E. CRUMMER
GRADUATE SCHOOL OF BUSINESS

MESSAGE FROM THE DEAN

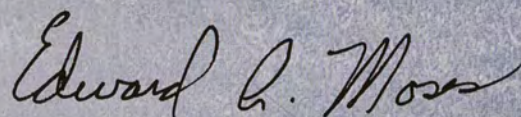
More than ever in today's competitive corporate world, an MBA degree from an accredited, highly regarded institution provides a manager with the knowledge and skills necessary for career enhancement. That's because the MBA is recognized as more than a credential. It indicates the determination of its holder to become a significant contributor to the success of his or her company, or to become a successful entrepreneur in a tough, often unforgiving marketplace.

The Crummer School offers two MBA programs designed specifically for working professionals: The Professional MBA (PMBA) Program is a 32-month evening degree program. Classes meet two evenings each week. The Executive MBA (EMBA) Program is an 18-month degree program for experienced managers. Classes meet all day on alternating Fridays and Saturdays. The Crummer School was ranked in the "Top 25" of the nation's part-time MBA programs by *U.S. News & World Report*.

The benefits to pursuing graduate study on a part-time basis are many. Students are able to maintain career progression and income while earning their degrees. They are also able to apply the material learned in class directly to their jobs, making them an increasingly valuable asset to their company.

Classes are composed of carefully selected, highly motivated, and talented individuals. Some class members work for large corporations, others are employed by small businesses, and some are entrepreneurs. Many students feel that one of the most valuable aspects of the program is the interaction with classmates that results as they progress through the program. This class support system has resulted in graduation rates exceeding 85%, a figure far surpassing retention rates at more traditionally structured part-time degree programs.

Students in both the Professional and Executive MBA Programs bring an intensity and excitement about MBA education to the Crummer School. In turn, they receive an education of immeasurable value that will help propel them to top-level executive positions. I invite you to learn more about these two MBA programs and to find one that best suits your goals, background, and interests.



Edward A. Moses, Ph.D.
Dean and Barnett Banks Professor of Finance

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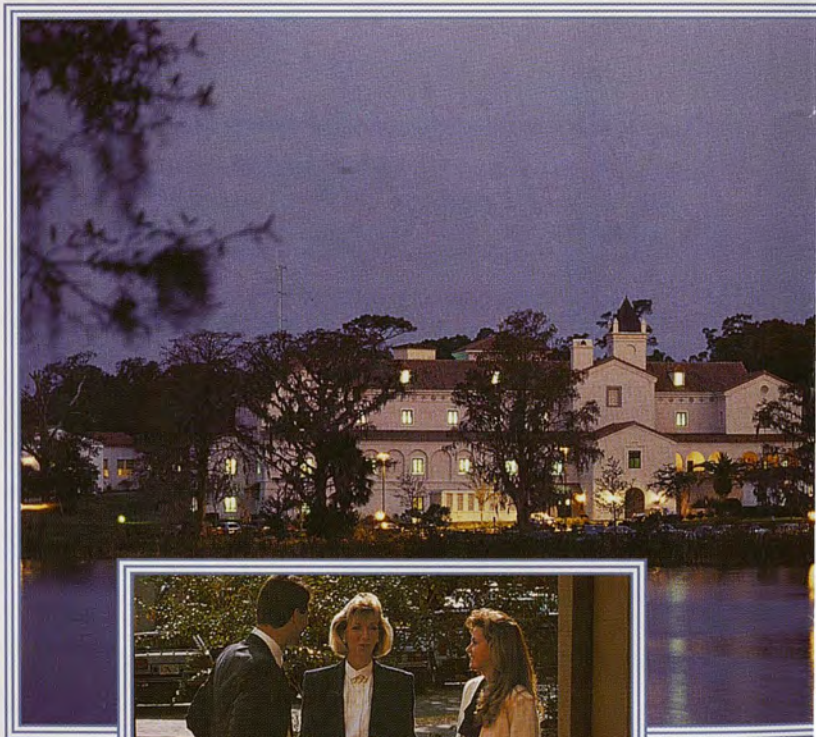




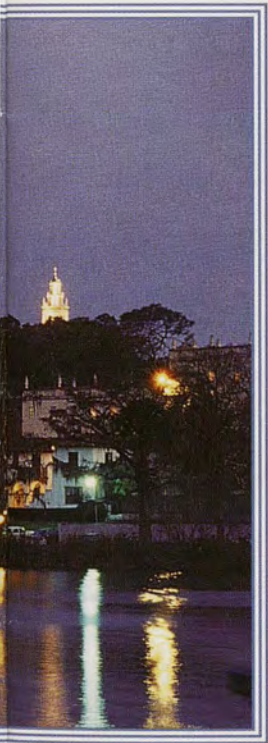
Rollins College is a small, coeducational, liberal arts college maintaining an undergraduate enrollment of 1,500 students. With the Crummer Graduate School of Business, the Hamilton Holt School, our Brevard County campus, and other programs, Rollins College represents a comprehensive institution with more than 3,000 students. In the fall of 1998, Rollins celebrated its 113th anniversary as the oldest institution of higher education in the state of Florida. *U.S. News & World Report* has consistently listed Rollins among "America's Best Colleges."

Originally created to bring the educational standards of New England to the Florida frontier, Rollins College is committed to providing an exciting educational experience for those students who will contribute to and benefit from an intimate community of teachers and learners.

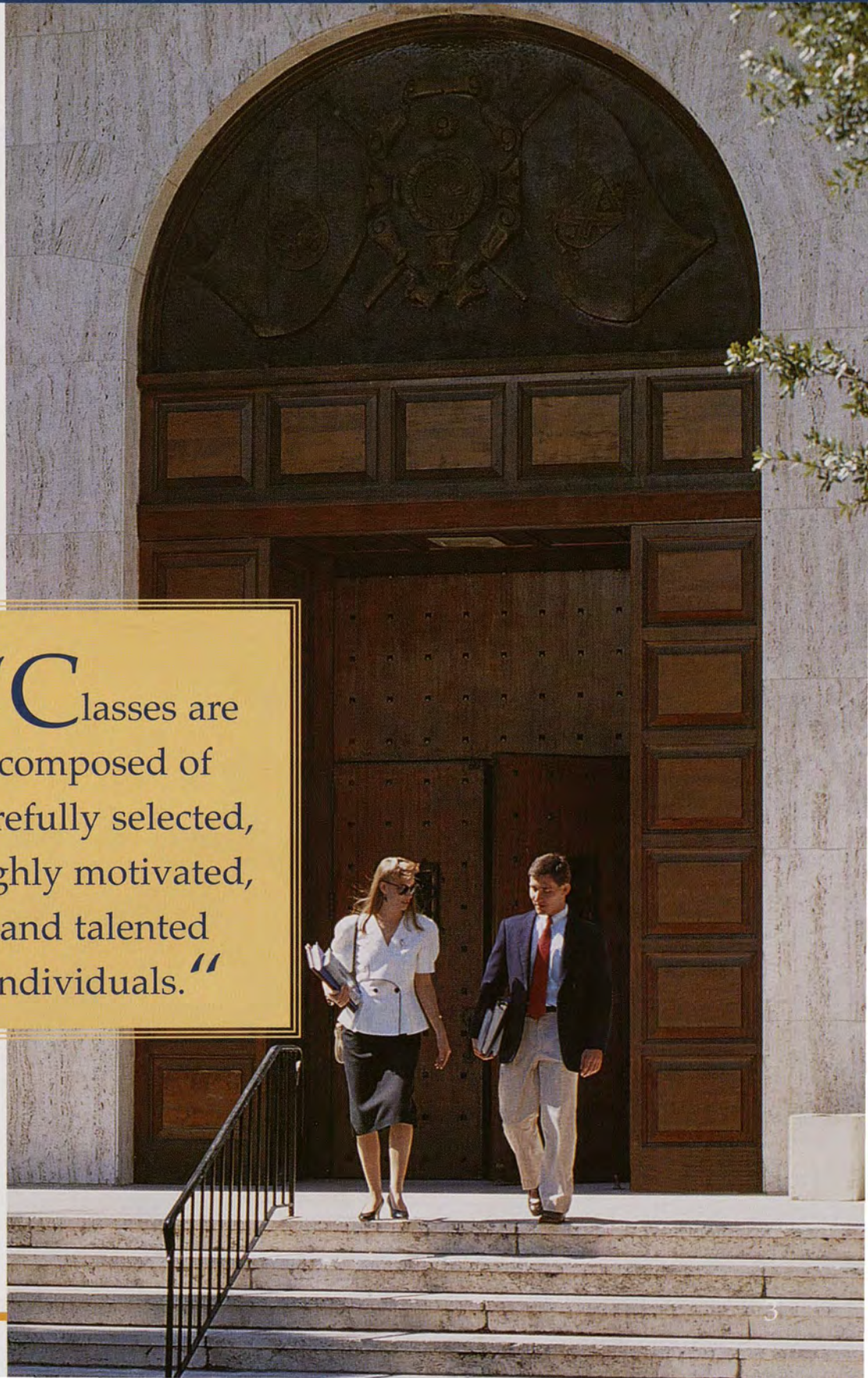
The Rollins College campus offers many opportunities to Professional and Executive MBA students. These include cultural programs conducted through the Cornell Fine Arts Museum, the Annie Russell Theatre, and the Knowles Memorial Chapel. Rollins also has an athletic facility that includes the Enyart Alumni Field House, Tiedtke Tennis complex, Alford swimming pool, and the Wells Fargo Fitness Course.



... A CONGENIAL ENVIRONMENT FOR ADVANCED STUDIES



“Classes are composed of carefully selected, highly motivated, and talented individuals.”



The Crummer Graduate School of Business at Rollins College has the distinction of being included in a small and select group of schools that specialize in graduate business education. Approximately 1,200 colleges and universities in the world offer business degrees, but only 356 have MBA programs accredited by the prestigious AACSB: American Assembly of Collegiate Schools of Business. Of these 356 schools, only 22 direct their efforts solely to graduate business education, including the Crummer School. The other 21 universities are Dartmouth, Chicago, Harvard, Thunderbird, Columbia, Cornell, Duke, Rochester, Stanford, Claremont, Clark Atlanta, UCLA, NYU, Virginia, Rice, Wake Forest, Northwestern, University of California at Irvine, University of California at Davis, Vanderbilt, and Yale.

Because of its exclusive focus on graduate education, the Crummer School is relatively small, which provides for a personal approach to teaching and learning. The Crummer School is interested in maintaining a high quality program with small classes, extensive faculty-student interaction, and a curriculum that prepares students for the competitive challenges that they must meet.

The Crummer School has a nationally recognized faculty with an outstanding publication record and excellent teaching skills. In order to maintain this high level of excellence, the school hires only senior-level professors for its faculty. This assures that the Crummer faculty who are chosen to teach in the Professional and Executive MBA Programs have had experience in teaching middle or senior level managers.

Technology plays an important role in the learning process at the Crummer School. Each student receives a notebook computer upon enrollment. The computer is loaded with Windows-based software and is used extensively in and out of the classroom for spreadsheet analysis, on-line research, slide-show presentations, and electronic communication.

BENEFITS OF PART-TIME STUDY

More and more MBA students today are seeking educational opportunities that allow them to maintain career progression and income while pursuing graduate study. As a result, the Crummer School has assigned particular importance to making such programs available to the Central Florida community since 1957.

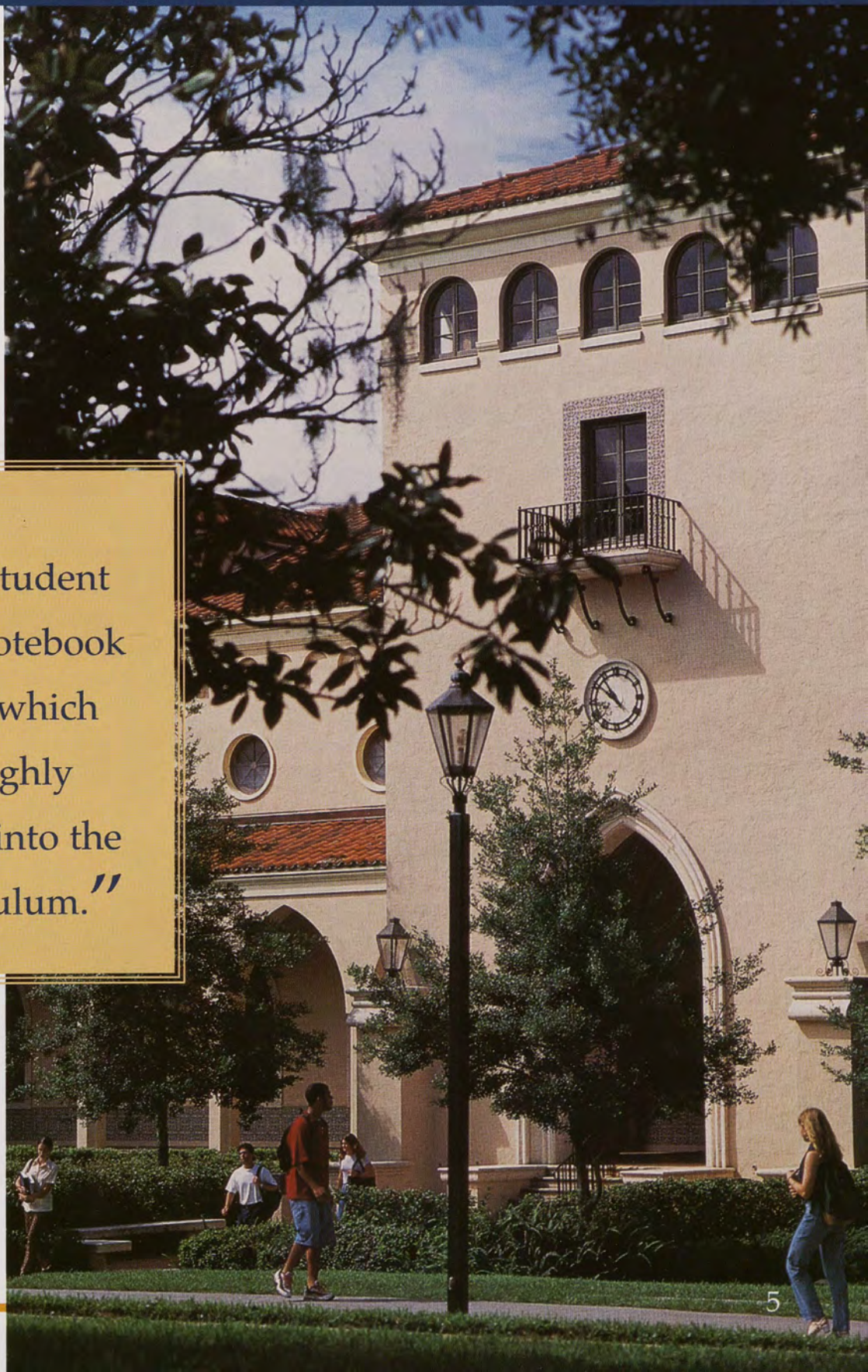
Because our Professional and Executive students have a strong work-experience background, they bring a wealth of knowledge to the classroom. Their day-to-day experience enriches class discussions. They are also able to apply the material that they learn directly to their jobs, making them more effective managers in the eyes of their employers.

The programs are designed with a busy professional's schedule in mind and the course load is distributed in such a way that a motivated individual is capable of completing the course work without jeopardizing his or her work responsibilities.

The curriculum emphasizes all major business disciplines, offering students a comprehensive management education. This is especially important for career flexibility and advancement.

A DISTINCTIVE CHOICE FOR GRADUATE BUSINESS STUDIES

“Each student receives a notebook computer which is thoroughly integrated into the MBA curriculum.”



THE PROFESSIONAL MBA PROGRAM

The Professional MBA (PMBA) Program at the Crummer School is a rigorous 32-month program that is completed by attending classes two evenings a week.

Each PMBA class moves through the core portion of the program as a unit, sharing the same educational experiences. Individual participation in classroom discussions is emphasized, as well as small group study teams. These teams of five to six diverse professionals are assigned prior to enrollment. Teams are encouraged to meet outside of regular classes and act as the support system that helps members to succeed in accomplishing the necessary assignments.

A student may enter the Professional MBA Program in either the fall or spring term. The first two academic years each begin with a three-day intensive session. These sessions cover the topics of case analysis, computer skills, and legal and ethical business issues. The first intensive course is extremely important in formulating the team-building skills that will be needed as the study groups begin their first year. After the first intensive course, there are three 13-week terms each year (fall/spring/summer). The class takes two courses each term, allowing completion of six courses per year.

PROGRAM OF STUDY

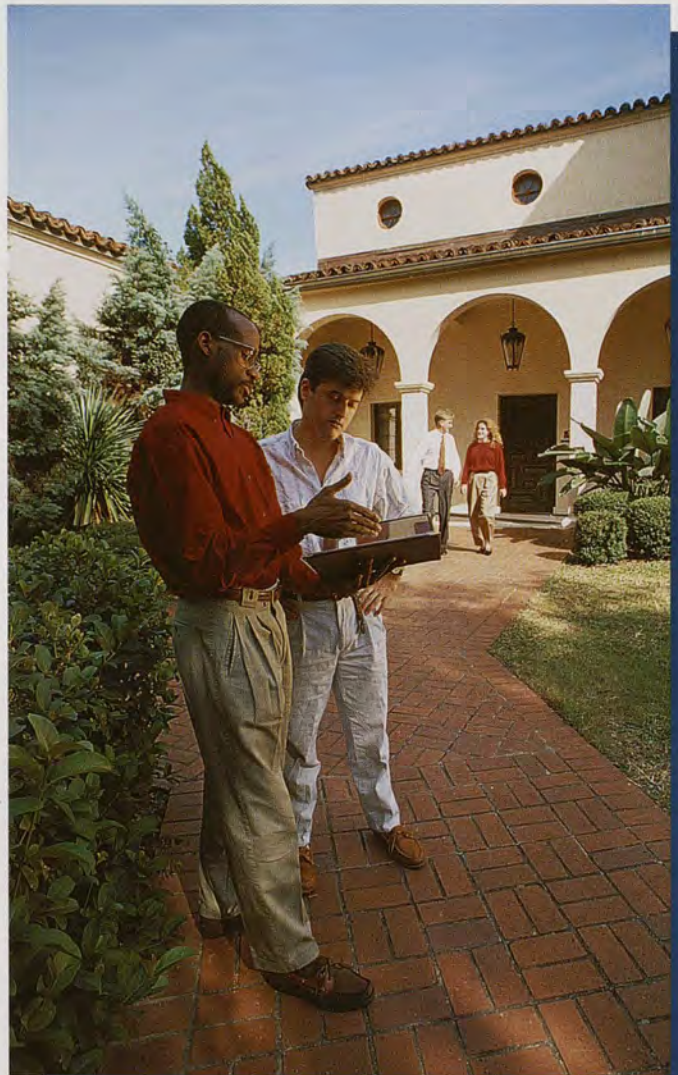
The Professional MBA Program of Study consists of 50 credit hours that are completed in 32 months. Successful completion consists of two intensive courses, nine core courses, one integrating course, and six electives.

Once enrolled, students must take all required courses as a class when scheduled by the school. Specific elective courses are scheduled by the school for each PMBA class, but students may substitute other available elective courses after completing the required core

sequence. Seats in these preassigned electives are guaranteed for students who register, but students selecting other electives must participate in an open registration where they will be admitted on a space-available basis.

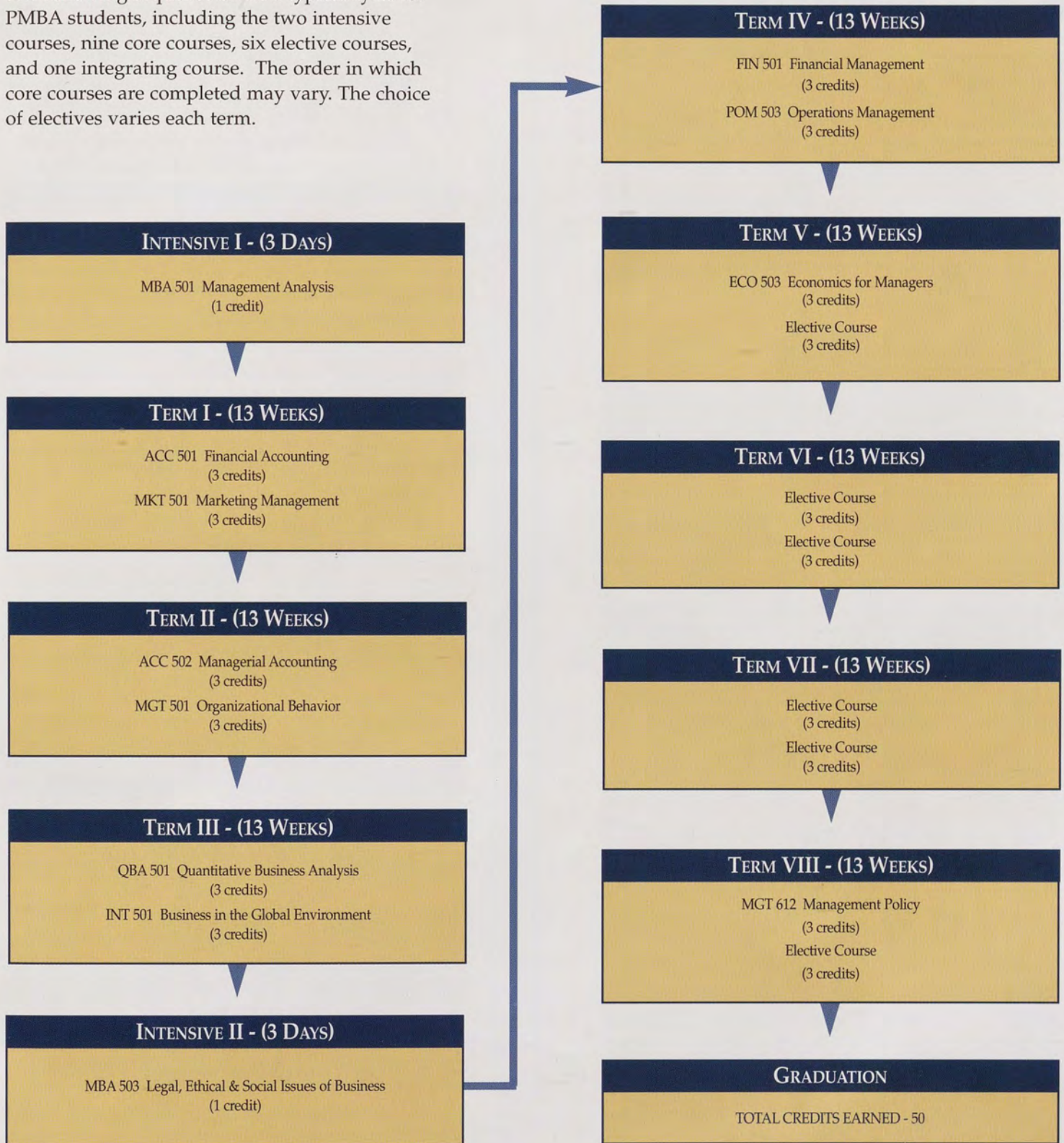
ELECTIVE CONCENTRATION

The Master of Business Administration degree is a general management degree that provides managers with the knowledge and skills needed to manage the complex and varied problems facing an organization. Students are required to complete six three-credit elective courses, with a maximum of three courses in any one academic area. Students may obtain a concentration by taking three elective courses in the same academic discipline; choice of concentrations are accounting, finance, international business, management, marketing, and operations management.



REQUIRED SEQUENCE

The following sequence offers a typical cycle for PMBA students, including the two intensive courses, nine core courses, six elective courses, and one integrating course. The order in which core courses are completed may vary. The choice of electives varies each term.





"Everyone has a few experiences in life that are most memorable. Crummer is one of those. The world-class professors, the scope of the education, the rich case studies and the computer-based approach to solving complex problems, attacking corporate challenges and making strategic decisions make the Crummer Business School a life-changing experience. As a CEO, this program has proven to be priceless.."

Greg Clendenin
EMBA XV, '98
President
Middleton Pest Control



"The EMBA Program at the Crummer School taught me the art & science of business. I gained a view of the whole picture, not just a specific discipline. My experience and education at Crummer truly changed my professional life."

Kim S. Hahn
EMBA XIII, '96
Senior Vice President,
Merchant Services
SunTrust Bank Card, NA

THE EXECUTIVE MBA PROGRAM

The Executive MBA Program at the Crummer School is structured to provide present and future executives with state-of-the-art business skills and knowledge. The 18-month intensive curriculum of the EMBA Program focuses on national, international, and local business issues, and is tailored to the needs of fast-paced executives. To minimize time away from the job, the program meets from 8:00 a.m. to 5:00 p.m. on an alternating Friday and Saturday schedule.

Year One of the Executive MBA Program presents a blend of courses that develop an understanding of selected analytical methods and introduces participants to the basic areas of decision making. The first year begins with a three-day, intensive orientation to the program. Four terms comprise the first year of the EMBA Program. Two courses are taken during each nine-week term. The first year finishes with a one-week summer international study trip. Following the trip in late May, students have a two-month break before the second year of study.

Year Two of the program is designed to utilize the analytical techniques and management precepts learned in the first year to enhance the executive decision-making skills of the students. The term begins with the second intensive which covers the legal, ethical, and social issues of business. Students then complete three nine-week terms with two courses each, and conclude with a five-week term.

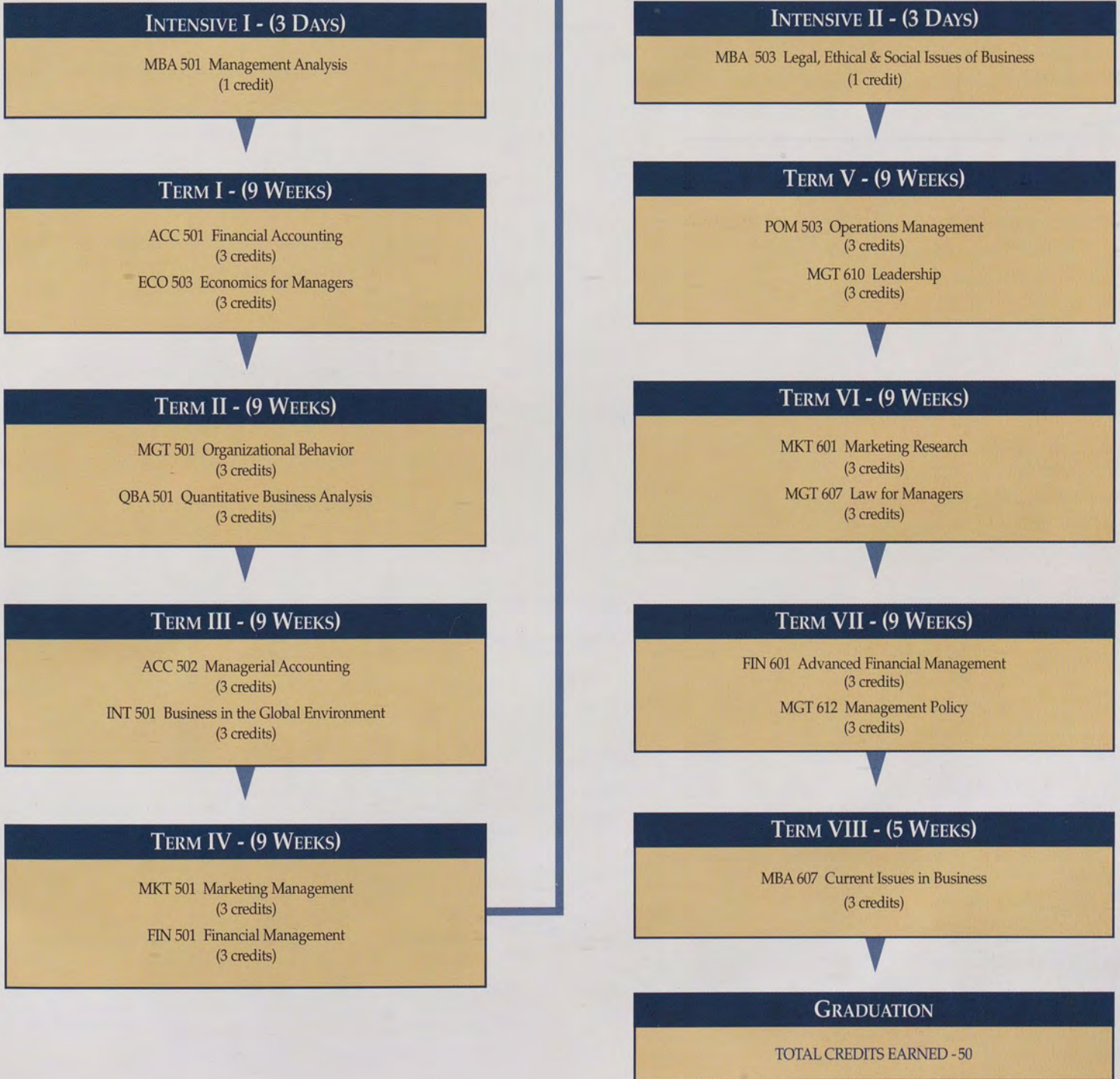
PROGRAM OF STUDY

The 50-credit-hour curriculum of the Executive MBA Program is designed to provide a strong foundation in critical business and organizational skills. Executive MBA students complete all courses as a class. Application of business concepts is central to the program's mission. Crummer's EMBA Program is not a theoretical journey; rather, throughout the 18 months, students will develop skills that are needed in the rapidly changing business environment.



REQUIRED SEQUENCE

The course sequence outlined below represents a typical cycle of study in the EMBA Program. However, the curriculum is continually re-evaluated to ensure that the program stays relevant for today and tomorrow. The 600-level elective courses vary with each EMBA class.

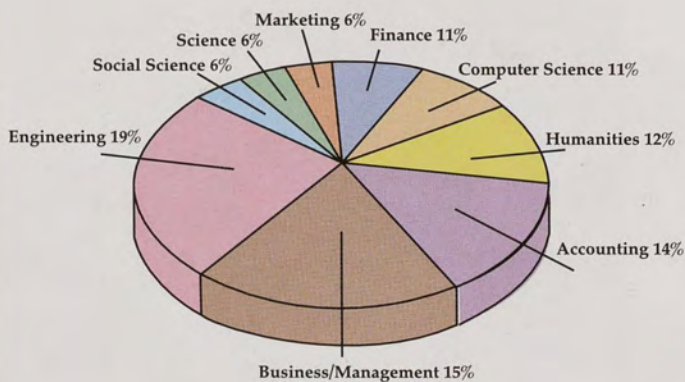


PROGRAM COMPARISON

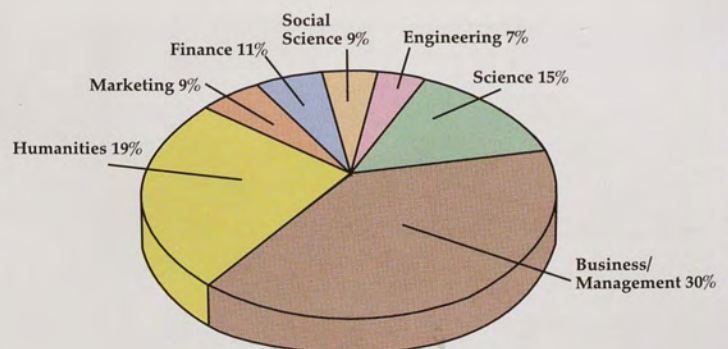
	<u>PMBA</u>	<u>EMBA</u>
Program Length	32 Months	18 Months
Credit Hour Requirement	50	50
Courses Per Term	2	2
Term Length	13 Weeks	9 Weeks
Terms Per Year	3	4
Enrollment Dates	September & January	August
Company Sponsorship	Not Required	Required
Course Schedule	6:30 - 9:30 p.m. Two Evenings Per Week	8:00 a.m. - 5:00 p.m. Alternating Fridays & Saturdays
1999-00 Total Program Cost	\$31,360	\$39,900
Per Term Payment	\$3,920	Varies
Tuition Includes	Course Tuition Notebook Computer	Course Tuition Notebook Computer International Study Trip Books Meals on Class Days
Maximum Class Size	35	30
Average Age	31	38
Average Work Experience	7.5 Years	17 Years
Minimum Work Experience	None	7 Years

TYPICAL UNDERGRADUATE BACKGROUND

PMBA



EMBA



STUDENT TESTIMONIALS



"I came to Crummer to pursue a prestigious MBA to complement my technical background in engineering. Because my classmates come from a variety of educational and professional backgrounds, I am learning how different organizations tackle

management issues – in both a domestic and global environment. In essence, I am receiving a career-boosting education that will open up enormous opportunities for me in any field I wish to enter."

Hubert L. Martinez
PMBA XVI, '99

Systems Engineer
Boeing Defense and Space Group
Kennedy Space Center, Florida



"I felt that the Crummer PMBA Program was the only school that met three fundamentally important criteria for me: it is a respected, accredited MBA program, it allowed me to maintain income and career progression, and it provided material that was directly applicable to my job. The

skills that I have gained in the PMBA Program have helped earn me two significant career advancements within the last two years. It is honestly one of the best things that I have ever done for myself and my career."

Christina L. Dolan
PMBA XI, '97
Assistant Director - Advertising
Universal Studios Citywalk



"The Crummer EMBA provided me with a perfect opportunity to be exposed to new business processes and approaches. I learned a lot about the economics and processes used by businesses to make important decisions so they can be successful in

what they do. Through the alliances developed with my classmates, faculty, and executive speakers during the program, I have grown professionally and achieved career success even before completing the MBA."

Eloise C. Redmond
EMBA XV, '98
Treasury Systems Manager
AT&T



"Leading companies like Coopers & Lybrand are looking for candidates with the ability to solve broad-based business problems by applying both academic and professional experience. By continuing to work while also pursuing

an MBA, I was able to "test drive" my newfound knowledge in the best laboratory available - real life. As a result, I feel that my Crummer MBA prepared me to compete successfully in "Big Six" consulting with MBA graduates from the nation's top-tier schools."

Bradley J. Saviello
PMBA VII, '95
Senior Associate
Coopers & Lybrand Consulting

ADMISSIONS

Admission to the Professional and Executive MBA Programs is selective and based upon an evaluation of all application materials submitted by the candidate. Previous academic records, score on the Graduate Management Admission Test (GMAT), prior work experience, and evidence of maturity and motivation are among the factors that are evaluated during the admission process. The admissions committee assesses the total portfolio of each applicant in order to enroll a complementary group of students in each class.

Individuals may seek admission to the Crummer School's Professional MBA Program in either September or January, whereas Executive MBA applicants may seek admission once a year in August. Admission is granted on a rolling basis, such that when the maximum number of deposits have been submitted, the class will be full and any other candidates will be considered on a space-available basis. Therefore, applicants are encouraged to apply early.

REQUIRED DOCUMENTS

The following materials must be sent to the Crummer School in order for the application to be evaluated by the admissions committee. Materials may be submitted all together or as individual documents.

1. Application

An application form has been included with this catalog; this must be completed in full. Candidates may also complete an application on-line at www.gradadvantage.org.

2. Application Fee

A \$50 application fee must accompany the enclosed completed application form. Checks or money orders should be made payable to Rollins College. The on-line application fee is \$60.

3. GMAT Score

All applicants are required to submit an official score on the Graduate Management Admission Test (GMAT) to be sent directly to the school

from the Educational Testing Service. Please call 1-800-462-8669 or visit www.gmat.org to schedule a test time or to have GMAT scores sent to the Crummer School. The GMAT requirement is waived for applicants who have already earned a graduate-level degree.

4. Transcripts

Applicants should arrange to have all official transcripts of academic records sent directly to the Crummer School from each undergraduate, graduate, and professional school attended.

5. Letters of Recommendation

Three letters of recommendation must be obtained from either past professors who are familiar with the applicant's academic performance or professional persons who can highlight the applicant's potential for graduate work.

6. Interview

All applicants are required to conduct a personal interview with the appropriate MBA program director. EMBA and PMBA interviews may be scheduled by calling (407) 646-1579.

EMBA APPLICANTS

In addition to the above documents, EMBA applicants must submit the enclosed Company Sponsorship form. This does not require that the company fund the student's tuition, but rather acknowledges the commitment that the student is making to the requirements of the EMBA Program. It is imperative that employers be prepared to release the EMBA student completely from job responsibilities on all class days, and to continue the usual compensation while the student is enrolled.

EMBA applicants should also possess no less than seven years of continuous work experience, at least three of which have been spent in a management position. The candidate must have either attained or been identified as a candidate for a senior management position.

ACADEMIC POLICIES

CONTINUOUS MATRICULATION

The PMBA and EMBA Programs are structured so that each class of students progresses through the program as a group. A student who must drop out of the program for any reason will be allowed to re-enter the program with a class of students who have completed the same course work. The agreed tuition cost is maintained only as long as a student remains with the same entrance class. Students joining a new class after an absence pay the amount being paid by the new class. Students must enroll in two courses each term.

GRADUATION REQUIREMENTS

It is the responsibility of each student to make certain that all course requirements for graduation listed in the Program of Study have been met. If there is any doubt, the program director should be consulted prior to registration for the last term preceding expected graduation.

TRANSFER CREDITS

A student may transfer up to six credit hours of course material to their Crummer School Program of Study. These six hours must be graduate-level courses from a school accredited by the AACSB, and the student must have earned a grade of "B" or better. Approval from the program director must be obtained and a course transfer form must be completed. Courses cannot be taken at another school while enrolled at Crummer unless special permission is granted in advance.

PETITION TO GRADUATE

Students must submit to the MBA program director's office a petition to graduate prior to the start of their final term of study.

PETITION PROCEDURE

Students may petition the Committee on Academic Standards to request an exception to an academic regulation by obtaining an official form in the admissions office.

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.

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 their MBA program with a cumulative grade point average of 3.85 or higher will receive the distinction of graduating with honors.

BETA GAMMA SIGMA

Students who graduate in the top twenty percent of their class in terms of cumulative grade point average will be inducted into Beta Gamma Sigma, the leading national business honor society.

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 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.

Grades A, B, and C may be modified by a plus or minus as appropriate.

GRADING SYSTEM

The following quality points are assigned for each letter grade:

A	4.00	B	3.00	C	2.00
A-	3.67	B-	2.67	C-	1.67
B+	3.33	C+	2.33	F	0.00

MBA STUDENT CODE OF ACADEMIC HONESTY

Students of 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.

ADD/DROP AND WITHDRAWALS

A degree candidate is able to add or drop classes until the first day of the class. A course dropped during this time does not appear on the student's transcript. After the first day of the class, if a student withdraws from a class, the grade of "W" will appear on the student's transcript. Students may withdraw from classes until the midpoint of the term. The refund policy with specific dates for withdrawal is stated each term on the course schedule. Students still enrolled in a course after the midpoint of the term must receive a grade from the professor based on their completion of all course requirements. If no work has been performed at the time of withdrawal, the instructor may assign a grade of "X" for nonattendance or a grade of "I" if there is the expectation that the work will be completed at a later date.

COURSE DESCRIPTIONS

INTENSIVE COURSES

MBA 501 Management Analysis

This course provides management analysis skills that are essential for graduate course work at the Crummer School. These skills are developed through comprehensive case analysis. Technical topics covered include basic operation of the notebook computer, network usage, and software applications. Group skills, team-building, leadership skills, time management, presentation proficiency, and case analysis are also covered.

MBA 503 Legal, Ethical, and Social Issues of Business

This course is offered to teach students about commitment to a moral business philosophy, indispensable for a business career. An examination of modern social issues facing business management is covered with particular emphasis upon the interaction of business and government and upon the formulation of corporate social policy.

CORE COURSES

Nine core courses are required of all PMBA and EMBA students. These courses may not be exempted.

ACC 501 Financial Accounting

Stockholders, consumers, and market-followers rely on the company-generated reports of corporations, and students in this course learn to decipher the meaning and significance of such reports. Students examine the form and content of financial statements and the methods used to account for assets, liabilities, capital, cash flows, and other information reported in conformity with accounting principles.

ACC 502 Managerial Accounting

While financial accounting focuses on the external interpretation of corporate financial reporting, this course emphasizes internal reporting for managerial decision making. Management planning and control techniques, basic cost analysis, capital budgeting, and both quantitative and behavioral applications are covered.

ECO 503 Economics for Managers

This course considers the global economic environment in which business firms operate. Topics include political and economic factors in formulating public policy, national and international institutional environments, the international financial system, international trade, and country analysis. The course focuses on application of economic principles rather than rigorous development of economic theory.

FIN 501 Financial Management

This course provides the opportunity to learn financial principles by discussing the functions of financial management. Various tools available to assist financial managers in making decisions are also discussed and applied to case analyses. Specific topics include working capital management, capital budgeting applications, capital structure management, and financial analysis and planning.

INT 501 Business in the Global Environment

This course is designed to familiarize students with recent developments in the international marketplace. The study of international business draws from core business disciplines, as well as the insights of anthropology, economics, history, law, political science, and sociology. Differing cultural, economic, financial, legal, political, and social environments will also be examined.

MGT 501 Organizational Behavior

This course provides the foundation 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. Case discussion, case reports, experiential exercises, and presentations are used extensively. The course covers the factors affecting consumer and organizational demand, the role of marketing communications/promotion, channels of distribution, market research, pricing, product policies, and other determinants of marketing program structure.

POM 503 Operations Management

Operations management is concerned with the creation of products and services through the transformation of inputs into outputs. This course deals with strategic and tactical operation decisions, including quality management, product strategy, process strategy, location and layout strategies, human resource strategy, purchasing management, forecasting, scheduling, inventory control, and waiting lines.

QBA 501 Quantitative Business Analysis

Students learn to apply statistical and mathematical methods to management, marketing, economics, and finance in an effort to compare, examine, and estimate the outcome of various management options. Topics include statistical estimation, hypothesis testing, regression analysis, sampling, time-series, and decision theory.

ELECTIVE COURSES

The prerequisite for elective courses is the completion of all core courses. PMBA students select six elective courses, while EMBA electives are established for the class. Availability of the following electives varies each term:

ACC 606 Financial Statement Analysis

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

ACC 607 Tax Concepts for Managers

This is a comprehensive examination of U.S. tax laws as they affect individuals, partnerships, corporations, estates, gifts, and trusts. The course emphasizes conceptual issues, including tax planning and strategy, rather than preparation of tax returns. Using case discussion, controversial tax issues are examined, including corporate reorganizations and liquidations, international taxation, and dealings with the Internal Revenue Service.

ACC 608 Management Control and Business Improvement

Management control is a system for implementing strategy and gaining competitive advantage. The firm strives to control effectiveness and efficiency by making improvements to organizational structure and business processes. This course examines the means for achieving control while exploring improvement alternatives, such as restructuring, re-engineering, downsizing, and outsourcing. It focuses on the methods used by management to guide employee actions, gain their commitment, and monitor outcomes.

ACC 609 Contemporary Financial Accounting

This course examines financial accounting and reporting concepts beyond those covered in ACC 501. Topics include asset valuation, revenue recognition, liability issues, and corporate capital. The purpose is to give non-accounting managers a better understanding of financial statements and to use accounting information in decision making.

ACC 612 Advanced Cost Management

Cost management is defined as the techniques and methods for (a) organizing costs by processes and activities, (b) associating activity costs with strategic options, and (c) aligning planning and control systems with strategies to achieve organizational objectives. Students identify processes, calculate activity-based cost, identify waste, improve processes, and determine alternative reporting formats.

FIN 601 Advanced Financial Management

This course examines special advanced topics in financial management. Topics to reflect the most current issues in financial practice may include lease analysis, the use of Monte Carlo simulation in capital budgeting, and the use of derivatives in financing.

FIN 602 Financial Institutions

Problems unique to financial institutions such as commercial and investment banks, thrift institutions, and casualty and life insurers are analyzed. The course includes a discussion of the regulatory and financial environments in which institutions operate whether regionally, nationally, or globally. Case studies and/or simulation are used to practice principles in the management of financial institutions.

FIN 603 Security Analysis

Students learn about the types and sources of investment information used by security analysts. The operation and regulation of security markets are examined from an internal standpoint, using case assignments, lectures, and projects. Students learn how to form portfolios of financial assets to meet the investment objectives of different individuals and institutions. Students also learn how to evaluate portfolio performance.

FIN 604 Investment Banking

This course provides students with a detailed knowledge of the investment banking process. Topics include the process for issuing and pricing fixed income and equity securities, relevant securities law, and the workings of the capital markets. This course takes the perspective of the corporate officer needing to raise capital and is an applications-oriented course.

FIN 605 Derivative Markets

This course focuses on the study of futures contracts, option contracts, and swap contracts. Attention will be paid to how these contracts are priced and how these instruments can be utilized in managing business and economic risks.

FIN 607 Mergers and Acquisitions

This course gives each participant a detailed understanding of mergers and acquisitions and related issues, including leveraged buyouts (LBOs) and management buyouts (MBOs). Participants study the workings of the global market and learn numerous tools, principles, and procedures of corporate finance.

FIN 608 Real Estate Analysis

This course provides general information about how to analyze real estate opportunities, while also focusing on the principles of real estate development. Topics covered include the fundamentals of real estate development, taxation, financing, and management, with a special emphasis on making decisions in an environment without all the required information.

FIN 609 Portfolio Management: Theory & Application

This two-part course is designed to give students an advanced knowledge of modern techniques and practices of portfolio management. The first half provides students with the latest academic approaches to portfolio theory. The second half concentrates on the application of portfolio theory and is a partnership course, with industry practitioners playing a dominant instructional

role in detailing and discussing current market practices. Detailed reports are presented to a panel of expert practitioners, and the "winning" team's recommendation will be implemented for the Crummer SunTrust Portfolio, making funds available for scholarships. Prerequisites: FIN 603-1 and FIN 603-2.

INT 601 International Management

This course examines the opportunities and problems managers face when working in the global environment. Taught in a seminar style with heavy emphasis on the case method, this course includes consideration of foreign projects, joint ventures, strategic alliances, acquisitions, investment entry, and growth strategies. Ethical concerns, as well as differing cultures and values, are addressed.

INT 602 International Marketing

This course builds upon students' general marketing skills to develop insights and understanding of international marketing. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace. Special emphasis is placed on the impact of cultural value systems on how business processes are conducted and how business transactions occur.

INT 603 International Financial Management

A wide variety of international finance topics are covered, including: the impact of hyper-inflation and volatile currency exchange rates on currency exposure, raising capital in international equity and bond markets, the role of the treasurer and controller in a multinational corporation, capital budgeting for foreign investment, financial management in international merger and acquisition activities, and strategic financial considerations in building global businesses.

INT 604 Global Business Practicum

Student teams are assigned to a specific corporate project. Consultant teams define the issues, identify the salient facts, and analyze the situation. In a series of classroom meetings, students present an overview of the country in which the project is located, including a cultural profile of that country. Student teams then travel overseas, gathering information through on-site visits and data-based research, after which student teams prepare and present their final report to the company.

MBA 610 Public Policy

This course examines public administration primarily at the state and local levels. Topics include public sector management, budget administration, and tax expenditure and debt policies. Topics are discussed in the framework of policy formulation, implementation, and evaluation. Fieldwork is required.

MGT 601 Labor Relations

Contemporary problems in collective bargaining, including federal and state laws governing the bargaining process, are discussed. Recent court decisions covering labor negotiations, arbitration, mediation, grievance handling, union

organization, and contract negotiation techniques are discussed.

MGT 602 Human Resources Management

The essential functions and procedures of personnel management are covered in this course. Topics such as recruitment, selection, hiring procedures, job analysis, supervisory and employee training, work salary administration, discipline, career development, and promotion transfers are covered.

MGT 603 Organizational Development

Organizational change and its impact upon individuals within the organization are a key topic in today's business environment. This course will cover structural, technological, and behavioral approaches to the change process, as well as the role of the change agent.

MGT 604 Entrepreneurship

This course examines the knowledge, skills, awareness, and involvement of the critical aspects of creating a new business venture and making it grow. Each student prepares a business plan of a proposed start-up company, franchise operation purchase, buy-out of a company, or operational plan for an existing company.

MGT 605 Enterprise Consulting

Students are organized into three to five-person consulting teams and are assigned to real business organizations for the purpose of analyzing operations. They then make oral and written presentations that apply the theoretical knowledge of MBA course work to the business firm.

MGT 607 Law for Managers

This course provides a comprehensive background of the economic and legal environment from the perspective of both national and international businesses. Ethical considerations and social and political influences as they affect such organizations are also discussed. The course uses cases for the study of the legal, ethical, and social responsibilities of modern management.

MGT 608 Competition and Strategy

Competitive environments and organizations' strategic actions within those environments are the focus of this course. Re-engineering and process improvement, organizational re-invention, cost-structure management, value-chain analysis, and differentiation vs. cost strategies are but a few of the strategic options investigated. Using the current business press, case analysis, and projects, the students acquire a sound basis for executive analysis and decision.

MGT 609 Management of Innovation

This course focuses on creative skills and techniques for individual and organizational problem-solving situations and then on managing innovation. Students survey a company and develop a plan for strategic innovation change management. The course increases self-actualization levels for the purpose of strengthening individual contributions to the organization and for coping effectively with organizational complexities.

MGT 610 Leadership

Students learn to understand the leadership process and techniques used to train leaders through a threefold approach: reading literature that describes experimental research and theory; analyzing cases of corporate leadership; and participation in experiential exercises used by leadership training professionals. The course also reinforces the leadership skills of interpersonal interaction, written analysis, and oral presentation.

MGT 611 Negotiation

Negotiation is the art and science of settling conflicts and resolving problems through mutual agreement. This course is designed to increase students' competence, confidence, and satisfaction in dealing with a broad range of negotiating circumstances and roles. Classes consist of an examination of negotiation strategies and tactics, and participation in practical exercises. Students acquire and practice useful skills.

MIT 601 Managing Information Technology

Students must be prepared with the knowledge to survive in a technologically-oriented world. This course provides an overview of computer information systems, including hardware, software, procedures, and human resources, and examines the management of these critical functions. Cases, readings, and guest speakers help to prepare students to manage successfully information technology.

MKT 601 Marketing Research

This course provides students with an understanding of the different marketing information needs of the organization. Topics include definition of research objectives, data sources, research design, interpretation of data, and evaluation of research proposals and results. The course will focus on applying marketing research concepts to solving real-world problems.

MKT 602 Buyer Behavior

This course is designed to provide students with the knowledge and skills necessary to conduct informed customer analyses. An understanding of customers' feelings and actions during the purchase decision process contributes significantly to the development of effective marketing strategies. Topics include market analysis and segmentation, and stages and influences in the purchase decision process.

MKT 604 Promotion Management

This course concerns the conception and execution of the promotional strategy component of the marketing plan and thus involves strategic thinking about all aspects of marketing communication. The elements involved in an integrated promotional strategy are: advertising, sales promotion, personal selling, direct marketing, and public relations and publicity. Course projects include cases and real-world promotional projects.

MKT 606 Marketing Strategy

This course focuses on what marketing strategy can realistically accomplish, identifying internal and external factors regarding long-term strategies, setting realistic marketing and financial objectives, and organizing for successful implementation of strategies. Students undertake assignments that allow them the opportunity to examine both successful and unsuccessful strategies.

MKT 607 Services Marketing

In an increasingly service-oriented economy, the marketing of services to customers in both the for-profit and nonprofit sectors is vital. Topics include key differences between goods and services marketing, service as a process or performance, and strategic issues and marketing tools for services marketers. Special emphasis is given to improvement of service quality and productivity in order to gain a competitive advantage.

MKT 608 Business-to-Business Marketing

Business-to-business marketing is not driven by traditional consumer business methods, but has its own practices and complexities. This course is built around three key concepts: (1) managing new and growth products/services, (2) managing product/service diversity, and (3) managing mature products/services. Students gain a complete understanding of the unique aspects of marketing in the highly competitive business-to-business arena.

MKT 609 Advanced Marketing Study

An in-depth study of a marketing topic or application of concepts learned in prior marketing classes is the focus of this course. This may include, but is not limited to, a hands-on experience that involves a marketing project with a Crummer corporate partner. Such projects or studies may be domestic or international and may involve any aspect of marketing.

POM 601 Forecasting

Demand forecasting is introduced as a tool for the management of resources. Topics include trend analysis, exponential smoothing, regression, and qualitative techniques. Commercial software is used in case studies and analytic assignments.

POM 602 Service Operations Management

This case-study course deals with the analysis of operational problems inherent in service-oriented businesses. Service delivery systems in retailing, transportation, insurance, medicine, hospitality, and entertainment are among the service fields discussed. Relevant issues include quality, forecasting, scheduling systems, vehicle routing, technology, location, layout, or human resources.

POM 603 Quality Management

A competitive business must produce quality products or services - a feat that requires

superior quality management. The basic principles, concepts, and methods of quality management are discussed, as are the benefits of continuous process improvement. Course projects may include statistical process control, quality auditing, productivity analysis, or strategic TQM planning.

POM 604 Management Science Using Spreadsheets

This course presents applications of quantitative management science techniques to managerial problems, using the spreadsheet as the modeling language. Topics include the use of spreadsheet solvers (optimizers) for problems such as product mix, scheduling, network design, transportation planning, personnel assignment, cash planning, production planning, capital budgeting, project selection, inventory models, and project scheduling.

POM 605 Computer Models for Operations Management

This course familiarizes students with commercial software used in modeling problems found in managing production and operations. The course emphasizes the use of commercial applications in areas such as project management, relational databases, graphical and statistical analysis of data, and discrete simulation. Students will also be exposed to useful software packages in forecasting and decision analysis.

INTEGRATING COURSES

This course is required of all degree candidates.

MGT 612 Management Policy

The management policy course serves to teach strategic management and to integrate the disciplines of the various areas covered by the core courses. Taught primarily by the case method, it requires students to deal with complex situations as the top executive decision-maker.

SPECIAL FOR EMBA

MBA 607 Current Issues in Business

Topics selected by the faculty and students reflect important contemporary developments in management. This course reflects current issues in business including topics such as advanced financial management, venture management, human resources management, advertising, information systems, and strategy.

MBA 606 International Business Practicum

Each EMBA class travels overseas as a group to gain practical experience in conducting business abroad. Prior to their departure, students research the countries and businesses to be visited so that they may better understand the working environments of their hosts. Once in country, the students have the opportunity to experience the cultural, social, and business environment in a one-week visit.



"I thoroughly respect the commitment that our Professional and Executive MBA students have made to their education. They are able to balance work and family responsibilities with a rigorous graduate program. It is a privilege and a pleasure to work with students who are able to bring their professional experiences directly to the classroom and share their insights with fellow students."

Carol H. Anderson, Ph.D.
Professor of Marketing



"I am continually amazed at how relevant and useful my courses are and how I can take ideas back to my company every week that improve our performance. This program truly exceeded my expectations."

Dennis Harward
EMBA XVI, '99
CEO
HTE, Inc.

FACULTY PROFILES

Carol H. Anderson

Professor of Marketing
B.S. Cornell University
M.Ed. University of Houston
M.B.A. Texas A&M University
Ph.D. Texas A&M University

Dr. Anderson previously taught at Southern Illinois University-Carbondale, Texas A&M, and the University of Houston. Her research and publication efforts are focused on the areas of marketing and retail management, services marketing, entrepreneurship, and marketing education. Dr. Anderson has published numerous articles in leading academic journals and serves on the editorial review boards of several professional journals including, *Entrepreneurship: Theory and Practice* and *Journal of Marketing Education*. She has written a textbook, *Retailing: Strategy, Concepts and Information*. Dr. Anderson is involved in several professional associations, including past president of both the Midwest Marketing Association and the Midwest Business Administration Association. She received the SIU College of Business and Administration Outstanding Undergraduate Teacher Award for five consecutive years, and the SIU University-wide Outstanding Undergraduate Teacher Award in 1989.

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 also serves as a consultant in business valuations to many businesses and law firms.

Samuel C. Certo

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

Dr. Certo served on the faculties 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*, *Supervision: Quality and Diversity Through Leadership*, and *Human Relations: Concepts and Skills*. 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 of Business Simulation and Experiential Learning. Professor Certo has also served as associate editor of *Simulation and Games* and as a member of the Review Board of the Academy of Management Review. He is a consulting editor for Prentice Hall Publishing Company and is a management consultant to major corporations.

Ronnie Clayton

Associate Professor of Finance
B.S. University of Alabama
M.S. University of Alabama
Ph.D. University of Georgia

Dr. Clayton joined the Crummer School having taught at the University of Central Florida, University of Tennessee, and University of Kentucky. He has been an active member of each faculty on which he has served, holding leadership positions on many boards and committees. He currently serves as executive director of the Southern Finance Association and is listed in *Who's Who Among America's Teachers*. His numerous research articles appear in publications such as the *Journal of Financial Research*, *Financial Management*, and the *Journal of Portfolio Management*.

David M. Currie

Associate Professor of Economics & Finance
B.S. University of Florida
M.B.A. University of Southern California
Ph.D. University of Southern 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, and he is a small business owner.

Ralph Drtina

Professor of Accounting & Management
B.S. Florida State University
M.B.A. Florida State University
Ph.D. The Ohio State University

Dr. Drtina specializes in the use of accounting by managers for decision making and control purposes. Before joining the Crummer School in 1984, he served on the faculty of Lehigh University. Professor Drtina has held visiting academic appointments in Spain, Australia, and the Virgin Islands, and he was a Fulbright Scholar on the African island-nation of Mauritius. He brings to the classroom a varied financial background that includes work experience with CPA firms, family-held businesses, Fortune 500 companies, nonprofit organizations, and government agencies. Professor Drtina has published extensively in such leading professional journals of business and accounting as the *Accounting Review*, *California Management Review*, *Journal of Accounting, Auditing and Finance*, and *Management Accounting*.

James P. Gilbert

Associate Professor of Operations
Management & Management Science
B.S. Bowling Green State University
M.B.A. Western Illinois University
Ph.D. University of Nebraska - Lincoln

Dr. Gilbert joined the Crummer School having taught at the University of Georgia, Western Illinois University, and the University of Nebraska- Lincoln. His areas of expertise include just-in-time systems, quality management practices, and decision support for efficient business systems. Dr. Gilbert has received numerous teaching awards. He is a Lilly Teaching Fellow, a Richard B. Russell Teaching Award recipient, a past MBA Teacher of the Year, and several times the Department of Management Teacher of the Year. He has taught outside of the U.S., teaching Contemporary Quality Management at the Institut d'Administration des Entreprises, Université Jean Moulin, in Lyon, France. Dr. Gilbert is past Operations Management Division chair for the Academy of Management.

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 is a Fellow of the Academy of Management and of the Southern Management Association. He has published a reference book (named an "Outstanding Academic Book" by *Choice* magazine), four textbooks in several editions, and over 60 articles and research monographs. His previous teaching posts include the University of North Carolina at Chapel Hill, Concordia University in Montreal, and the University of Texas. His research in strategic management, multinational corporate governance, corporate entrepreneurship, management education, and executive decision processes has been presented in more than 100 papers before leading international academic and professional societies. He served as chair of the Management Education and Development Division of the Academy of Management and strategic management program chair and member of the Board of Directors of the Southern Management Association. Dr. Herbert serves as consultant to large and small businesses and nonprofit organizations on strategy issues, competitive strategy, and strategic planning.

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 major businesses where he works primarily in strategic planning, corporate innovation, and leadership training. He has written six textbooks on management, business strategy, and

organizational behavior, including the best-selling *The Management Challenge*, and the 5th edition of the widely used *Strategic Management: Text and Cases*. He recently completed three trade books, *Escape from the Maze*, *INNOVATE or Evaporate*, and *101 Creative Problem Solving Techniques*.

Mark W. Johnston

Professor of Marketing
B.B.A. Western Illinois University
M.B.A. Western Illinois University
Ph.D. Texas A&M University

Dr. Johnston previously taught at Texas A&M and Louisiana State University. He has published extensively on a variety of marketing topics. Most of his research focuses on the topics of sales force effectiveness, salesperson motivation, CEO priorities, and employee turnover in business organizations. He is a member of the American Marketing Association and serves on the editorial review boards for the *Journal of the Academy of Marketing Science* and the *Journal of Personal Selling and Sales Management*. Dr. Johnston is also noted for his expertise in teaching seminars on a variety of sales force issues as well as international marketing topics. He has worked with a number of multinational corporations, including Ford, Bayer Chemical, and Daimler-Benz.

Serge Matulich

Professor of Accounting
B.S. California State University at Sacramento
Ph.D. University of California - Berkeley

Dr. Matulich is a certified public accountant and certified cost analyst. He previously served on the faculties of University of California at Berkeley, Indiana University, Texas Christian University, University of North Texas, and California State University at Hayward. A member of three honorary academic fraternities, Dr. Matulich has won teaching excellence awards and citations for exceptional service. He has written textbooks on financial accounting, managerial accounting, and cost accounting, and has published numerous technical papers, study guides, practice sets, and research papers in academic and professional journals. He serves on the editorial boards of a textbook publisher and a European academic journal. As a Sam Walton SIFE Fellow, he advises the Crummer School's prize-winning Students In Free Enterprise teams, and is actively involved in Crummer consulting programs in Eastern Europe. Dr. Matulich manages two investment trusts, serves as director on the boards of several corporations, and is an active consultant.

Craig M. McAllaster

Director, Executive and Professional
MBA Programs
B.A. University of Arizona
M.S. Alfred University
M.A. Columbia University
Ed.D. Columbia University

Dr. McAllaster's background spans industry and academia. He spent more than 10 years in the consumer

services and electronics industry. Dr. McAllaster has been on the faculty at Cornell University and the University of Central Florida. While at Cornell's Johnson Graduate School of Management, he taught in executive development programs and was also the director of Executive Education. Dr. McAllaster is a frequent program faculty member and guest speaker in a number of management and executive programs. He has spoken and published numerous articles in the areas of influence, leadership, consulting skills, and changing organizational culture. Dr. McAllaster is a consultant to a wide variety of domestic and international companies. Some of his consulting clients include Mobil, United Newspapers, McNeal Consumer Products, American Cyanamid, IBM, and Caleb Brett.

Claudio D. Milman

Associate Professor of International Business
B.A. Indiana University
M.A. University of Miami
M.A. Indiana University
M.A. The Ohio State University
Ph.D. The Ohio State University

Dr. Milman's teaching experience has included positions with Western Michigan University, Sookmyung Women's University in South Korea, The Ohio State University, Indiana University, and University of Miami. He speaks both English and Spanish, and has published in numerous journals and books with a concentration on Latin American business issues. He has received a number of teaching grants and awards, including repeated honors from the International Business Student Association at Western Michigan University for his work with business students.

Edward A. Moses

Dean and NationsBank Professor of Finance
B.S. University of Pennsylvania
M.B.A. University of Georgia
Ph.D. University of Georgia

Dr. Moses has taught at the University of Georgia, Georgia State, University of Tulsa, and University of Central Florida. He was the dean of the College of Business at the University of North Florida. He was selected as Professor of the Year in the College of Business at the University of Tulsa. Dr. Moses has been president of the Eastern Finance Association and Southern Finance Association. He is the author of six textbooks and numerous articles in the leading finance journals. He has served as a consultant to a number of firms and has served on the faculty of the Stonier Graduate School of Banking. He currently serves on the faculty of the Graduate School of Banking of the South.

Christine Nielsen

Associate Professor of International Business
B.S. University of Rochester
M.B.A. The George Washington University
D.B.A. The George Washington University

Dr. Nielsen is a recognized leader in international business education, with extensive teaching and management experience in the U.S. and abroad. In 1996, she was principal architect of the Northrop Grumman International Management Program for which she continues to serve as an academic director. Before joining the Crummer faculty, Dr. Nielsen was director of international programs at the University of Baltimore. She has received National Science Foundation and IEEE Foundation grants for her research and has numerous publications in international management journals. Her research interests include international competitiveness in high technology industries and cross-cultural management studies.

Donald R. Plane

Professor of Management Science
M.E. University of Cincinnati
M.B.A. Indiana University
D.B.A. Indiana University

Before joining the Crummer School faculty, Dr. Plane served as chair 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 seven 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, 1988, 1990, and 1994. He is listed in *Who's Who in America*. Dr. Plane also received national recognition for educational innovation from the Decision Sciences Institute in 1985 and again in 1990.

Barry Render

Charles Harwood Professor of
Operations Management
B.S. Roosevelt University
M.S. University of Cincinnati
Ph.D. University of Cincinnati

Dr. Render, holder of the first endowed chair at the Crummer School, is author of over 100 articles and 10 textbooks, including the widely adopted *Production and Operations Management* (4th Ed.) and *Quantitative Analysis for Management* (6th Ed.). He is also the series editor for all decision sciences textbooks for Prentice Hall Publishing Company. He has taught at George Washington University, George Mason University, Boston University, and the University of New Orleans, and was Senior Fulbright Scholar in the Kingdom of Nepal in 1982 and 1993. At George Mason, he held the G.M. Foundation Professorship of Decision Sciences. He was named an AACSB Fellow in 1978 and has worked in the aerospace industry for McDonnell Douglas, G.E., and NASA, and was chair of the decision science department. His consulting clients have included the

Navy, FBI, Fairfax County (Virginia), and the Kenyan Ministry of Finance. In 1996, he was the recipient of the St. Claire Drake Award for Outstanding Scholarship given by Roosevelt University.

Martin Schatz

Professor of Management and Dean Emeritus
B.S. University of Alabama
M.B.A. University of Florida
Ph.D. New York University

Dr. Schatz teaches courses in leadership, organizational behavior, and business policy. Before coming to Crummer, he was dean of the School of Business at the State University of New York, and served as associate and assistant dean at Adelphi University and NYU. He was dean of the Crummer School from 1979 to 1991. Trained as an engineer, Dr. Schatz spent several years working in the aerospace industry. He has been a director of several business and non-business organizations, and has published in the areas of engineering, management, and management education. He is listed in national and international editions of *Who's Who*.

Neil W. Sicherman

Associate Professor of Finance
B.S. Tennessee Technological University
Ph.D. University of Florida

Dr. Sicherman joined the Crummer faculty in 1998 with special interests in the pedagogy and philosophy of business education. He has earned numerous teaching awards for a diverse set of courses during 12 years at the University of South Carolina. Dr. Sicherman's corporate experience includes working at Arthur Andersen & Co. and extensive executive development and consulting with large and medium sized corporations. His research in corporate finance is published in such journals as the *Journal of Finance*, the *Journal of Business*, and the *Journal of Financial Research*.

Martin Starr

Distinguished Professor of
Operations Management
Director, Center for Enterprise Management
B.S. Massachusetts Institute of Technology
M.S. Columbia University
Ph.D. Columbia University

Dr. Starr is the author of more than 15 textbooks and 80 articles in the fields of production and operations management, statistics, and decision-making for managers. As a professor in the Columbia University Graduate School of Business for over 30 years, Dr. Starr also served as director of the Center for the Study of Operations at Columbia. He has extensive experience making presentations in a variety of topics, from "Global Competitiveness" to "Managing Quality: Creating the Proper Environment." Dr. Starr has been president of both The Institute for Management Sciences (TIMS), of which he is also an honorary life member, and the Production and Operations Management Society (POMS). He has been editor-in-chief of *Management Science*, and is a member of Beta Gamma Sigma.

Jack W. Trifts

Professor of Finance
Director, Early Advantage and Accelerated
MBA Programs
B.B.A. University of New Brunswick
M.B.A. Dalhousie University
Ph.D. University of Florida

Dr. Trifts specializes in corporate finance and investment banking. His research, published in several of the most prestigious finance journals, has concentrated on mergers, acquisitions, and restructurings in both the banking and non-financial sectors. Dr. Trifts has won a number of teaching awards both at Crummer and at the University of South Carolina, where he was previously a faculty member. He has taught financial management in executive development programs for a number of Fortune 500 firms. Dr. Trifts also serves on the Board of Directors for the Heart of Florida United Way.

E. Theodore Veit

Professor of Finance
B.S. Marietta College
M.S. University of Arkansas
Ph.D. University of Arkansas

Dr. Veit holds the designation of Chartered Financial Analyst and has extensive experience in the investments field as an investment advisor. His academic background includes teaching and research appointments at the University of Arkansas, West Virginia University, and the University of Central Florida. He also held visiting professor positions at universities in Prague (Czech Republic), Budapest (Hungary), and O'Porto (Portugal). Dr. Veit is active in several professional organizations and is a past president of the Academy of Financial Services. He has published a textbook on financial management and numerous journal articles.

Julian W. Vincze

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

Dr. Vincze has co-written three text books, published in multiple editions, and written several textbook chapters and numerous business cases and articles in the fields of strategic management and marketing management. Dr. Vincze's experience includes more than 25 years of graduate teaching as well as industrial experience in the United States, Canada, and Europe. He has held visiting professor positions in the Netherlands and Australia, and has been active in several professional associations. Dr. Vincze served as national program chairman and member of the Board of Governors for the Academy of Marketing Science (AMS). He has also served as vice president of the Case Clearing Center for the North American Case Research Association (NACRA).

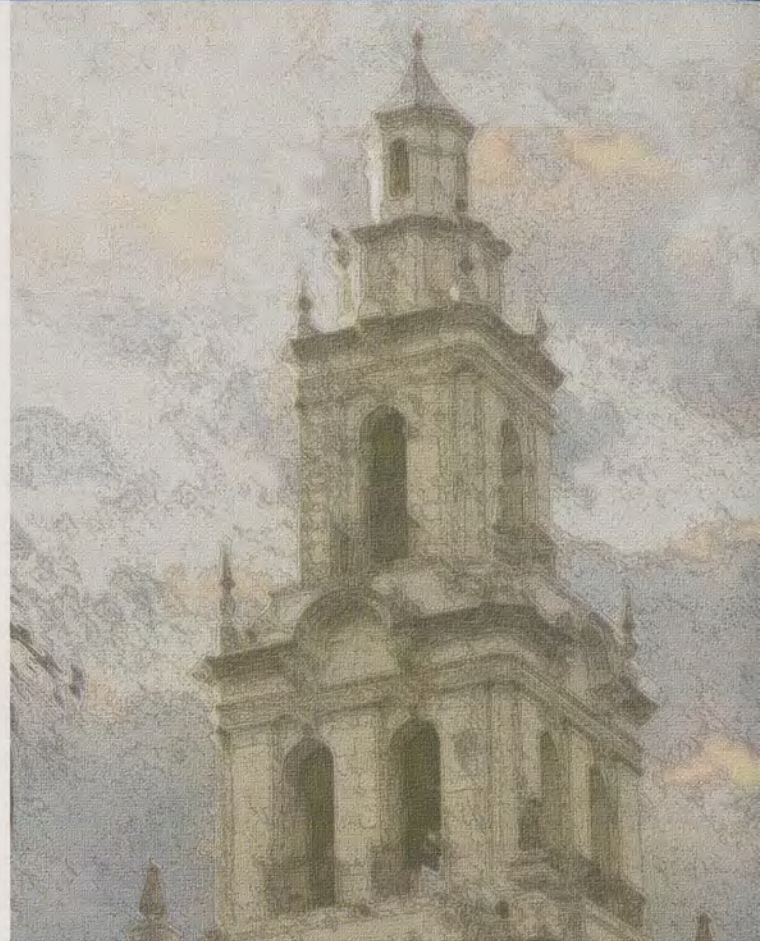
The facilities of the Crummer School feature modern executive-style classrooms, an MBA student lounge, career services center, small group meeting rooms, and one computer lab. Each of Crummer's executive classrooms is equipped with a color video projection system linked to both the local area network and a multimedia computer. These projectors enable professors to use sophisticated software and databases to illustrate and communicate complex information.

Video teleconferencing capability permits executives from around the world to interact with students to enhance case discussions. Video recorders and cameras are available in classrooms for recording and playback of presentations. Computer-supported presentation graphics are also available in each classroom, enabling both professors and students to create professional multimedia presentations. Students use their notebook computers extensively in the classroom for management decision-making exercises and presentations.

Crummer students also enjoy access to Rollins College's Olin Library. This state-of-the-art facility houses the Crummer Business Library, maintains 1,500 periodical subscriptions, has more than 60,000 government documents and publications, and offers an ideal environment for individual and group study. A computerized library provides CD-ROM work stations and extensive on-line database research capabilities.

Recreational facilities include a lakeside swimming pool, tennis courts, and athletic fields. Students can participate in water sports, such as sailing and waterskiing, and crew racing on Lake Maitland.

The Crummer School is also in the process of adding a 14,500-square-foot executive education center to the Crummer Building, housing the Executive MBA Program and non-credit executive programs. Participants from around the world will attend these programs, which will further promote the quality of the Crummer School to a worldwide audience of executives.



CRUMMER

GRADUATE SCHOOL OF BUSINESS

ROLLINS COLLEGE



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