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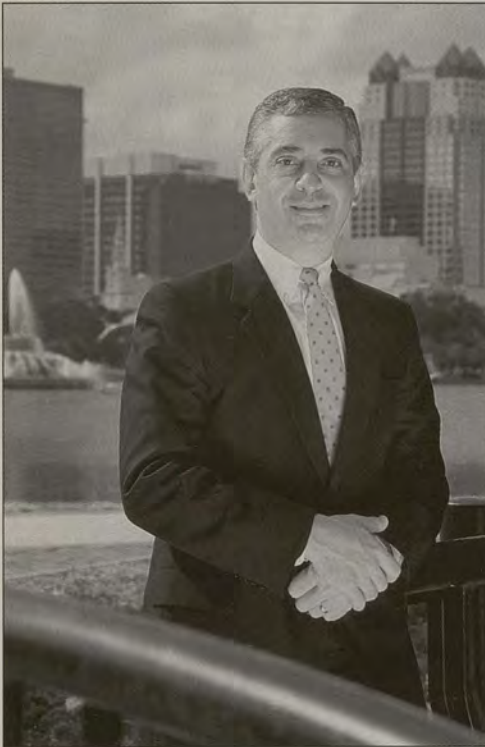
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DEAN'S MESSAGE



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he Crummer Graduate School of Business at Rollins College is founded upon a strong tradition of educational excellence. The

Crummer School was one of the first institutions in Florida to offer the MBA degree, and it has served the educational needs of more than two thousand working professionals. The theme of excellence at the Crummer School is evident in the quality of faculty, students, curriculum, and facilities. Its distinguishing features have established it as a leader in graduate business education.

One of the most important facets of any graduate business program is the quality of the faculty. The Crummer School professors are recognized nationally for teaching excellence. The program is application-oriented and is taught by the case method of instruction. The faculty create an exciting and stimulating interchange in class, which fosters a superior climate for learning.

The facilities at the Crummer School are designed to augment the learning process. The classrooms, student computer center, Crummer library collection, and study rooms are available to support graduate business study. The Crummer School curriculum is carefully structured so that one course builds upon material covered in previous courses. This avoids duplication of material and coordinates the

learning process in order to maximize the student's skill development.

The Professional MBA program is structured so that busy managers can remain employed while pursuing their master's degree in business administration. The PMBA program is composed of motivated and talented individuals. Some class members work for large corporations, others are employed by small businesses, and some are entrepreneurs. Participants report that they are able to apply immediately the material that is presented in the program to better meet their position responsibilities. Many students also feel that one of the most valuable aspects of the program is the interaction with their classmates that results as they progress through the program as a unit. This unique feature has resulted in a graduation rate of approximately 90%, a figure far surpassing retention rates at more traditionally structured evening degree programs.

At the Crummer School, you will obtain both a highly respected business credential and an education that will provide a firm foundation upon which you can build a successful career. We value the intensity and excitement that the PMBA students bring to our institution. We understand that working students attend an MBA program in order to enhance their career potential, and we are committed to providing the highest level of academic experiences to prepare them to become the business leaders of the future.

PROGRAM OVERVIEW



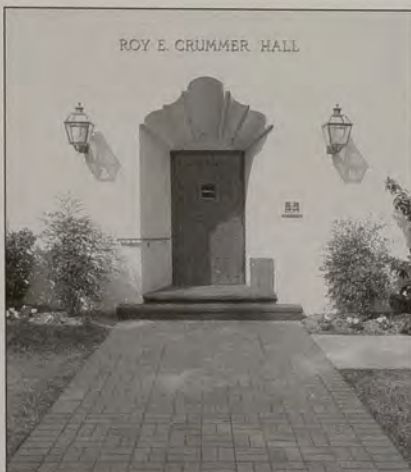
The Professional MBA (PMBA) Program of the Crummer School is a rigorous 32-month program

that can be completed by attending classes two nights per week.

Each PMBA class moves through the core portion of the program as a unit, sharing the same educational experiences. We emphasize individual participation in classroom discussions, and the interaction of small groups is also an integral part of the total program. As each class starts the program, it is divided into study groups. These groups of diverse professionals 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 Program in either the fall or winter term. Each of the three academic years begins with a three-day intensive session. These sessions cover the topics of case analysis, computer skills, legal and ethical issues, and international topics. The first intensive course is extremely important in formulating the team building skills that will be needed as the study groups enter their first year. After the first intensive course, there are three thirteen-week terms (fall/winter/spring). The class takes two courses each term, allowing completion of six courses each year.

The program of study consists of three intensive courses, eight core courses, one integrating course, and seven electives.



PROGRAM OF STUDY

The Professional MBA program of study consists of 51 credit hours completed in 32 months. Once enrolled, students must take all required courses as a group when scheduled by the school. Specific elective courses are scheduled by the school for each group, but students may substitute other available elective courses after completing the required core courses. Seats for the pre-assigned electives are guaranteed, but students selecting other electives must participate in an open registration where they will be admitted on a space available basis.

The following courses are required to complete the degree:

Required Core Courses

ACC 501	Financial Accounting
ACC 502	Managerial Accounting
ECO 503	Economics for Managers
FIN 502	Financial Management
MGT 501	Organizational Behavior
MKT 501	Marketing Management
POM 502	Quantitative Methods
POM 503	Operations Management

Required Integrating Course

MBA 601	Management Policy
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Choice of Electives

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 are encouraged to follow the elective courses that have been preselected for their class. Students are required to take seven 3-credit elective courses, with a maximum of three courses in any one academic area.

Required Sequence

Students may enter the Professional Program in either the fall or winter term.

<u>Term</u>	<u>Course</u>	<u>Credits</u>
Intensive I	MBA 501 Management Analysis	1
Term I	ACC 501 Financial Accounting	3
	MGT 501 Organizational Behavior	3
Term II	ACC 502 Managerial Accounting	3
	ECO 503 Economics for Managers	3
Term III	MKT 501 Marketing Management	3
	POM 502 Quantitative Methods	3
Intensive II	MBA 505 Legal, Ethical & Social Issues of Business	1
	FIN 502 Financial Management	3
Term IV	POM 503 Operations Management	3
	Elective Course	3
Term V	Elective Course	3
	Elective Course	3
Term VI	Elective Course	3
	Elective Course	3
Intensive III	MBA 506 International Issues	1
	Elective Course	3
Term VI	Elective Course	3
	Elective Course	3
Term VIII	MBA 601 Management Policy	3
	Elective Course	3
Graduation		



INTENSIVE SCHEDULE

Class beginning Fall 1992

Intensive I	September 12- September 14, 1992
Intensive II	September 11- September 13, 1993

Class beginning Winter 1993

Intensive I	January 8- January 10, 1993
Intensive II	January 7- January 9, 1994

Schedule of Terms

Fall 1992	
September 16	Fall Term Begins
November 25-26	Thanksgiving Break
December 14-17	Last Week of Term

Winter 1993	
January 11	Winter Term Begins
January 18	Martin Luther King Holiday
April 6-8, & 12	Last Week of Term

Spring 1993	
April 26	Spring Term Begins
May 31-June 1	Memorial Day Break
July 21-22, & 26-27	Last Week of Term

Fall 1993	
September 15	Fall Term Begins
November 24-25	Thanksgiving Break
December 13-16	Last Week of Term

Winter 1994	
January 10	Winter Term Begins
January 17	Martin Luther King Holiday
April 5-7 & 11	Last Week of Term

Spring 1994	
April 25	Spring Term Begins
May 30-31	Memorial Day Break
July 4	Fourth of July Holiday
July 20-21, & 26-27	Last Week of Term

Fall 1994	
September 14	Fall Term Begins
November 23-24	Thanksgiving Break
December 12-15	Last Week of Term

Winter 1995*	
January 9	Winter Term Begins
January 16	Martin Luther King Holiday
April 4-6 & 10	Last Week of Term

Spring 1995**	
April 24	Spring Term Begins
May 29	Memorial Day Holiday
July 4	Fourth of July Holiday
July 19-20 & 24-25	Last Week of Term

*Final term for class that began in Fall of 1992.

**Final term for class that began in Winter of 1993.

PROFESSIONAL MBA SCHEDULE

During the 1992-1993 academic year, two Professional MBA classes will begin their term of study: one beginning in the fall of 1992 and one beginning in the winter of 1993. The class that starts in the fall of 1992 will have its courses on Monday and Wednesday evenings

from 6:30 to 9:30 p.m. The class that begins during the winter of 1993 will have its courses on Tuesday and Thursday evenings from 6:30 to 9:30 p.m. Intensive courses will meet from 8:00 a.m. to 5:00 p.m. on their assigned days. The Intensive courses are scheduled to meet over an extended weekend. Special arrangements will be made for students who have religious obligations.

CORE COURSES

*Eight 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 covered. This course examines 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 operation of the entire system, and microeconomics, which focuses on the decisions made within an individual firm, are both covered.

FIN 502 Financial Management

This course provides the opportunity to learn financial principles through the discussion of 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, capital structure management, and financial analysis and planning.

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 from the manager's perspective. The case discussion method, case reports, and presentations are used. 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

The prerequisite for the elective courses is the completion of the core courses.

ACC 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.

ACC 607 Tax Concepts for Managers

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 may be 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.

* A core course on Global Issues is currently under development.

FIN 605 Futures 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 607 Mergers and Acquisitions

This course gives each participant a detailed understanding of mergers and acquisitions and related issues including leveraged buyout (LBOs), management buyouts (MBOs), and investment banking. The emphasis is highly applied in nature. Participants will study the workings of the market for corporate control and learn many tools, principles, and procedures associated with corporate finance.

MBA 608 Competition & Strategy

Competition & Strategy is a case-oriented, industrial economics-based treatment of industry structure, generic competitive strategies, the assessment of competitors and their actions and retaliations, and the nature of competition. This course separates and focuses on the critical issues of specific competitive situations, the nature of the industry within which one operates, and the assessment of broadly-gauged strategies by which to meet the threats of competitors and the opportunities offered within the industry. An analytical course, it provides the student significant opportunity to focus on these skills and analytic tools that are an integral part of higher managerial responsibilities.

MBA 609 Information Systems

This course provides an overview of computer information systems and management of these functions. The course introduces computer hardware, software, procedures, systems, and human resources, and explores their integration and application in private and public sectors. Computer exercises, cases, and readings are a major part of the course.

MBA 610 Public Policy

This course examines diverse aspects of public administration, primarily at the state and local levels. Topics include public sector management, interactions of politics and economics, budget administration, tax, expenditure and debt policies, and public sector accounting. Topics will be discussed in the framework of policy formulation, implementation, and evaluation. Field work 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 cover: labor negotiations; arbitration, mediation and conciliation; grievance handling; union organization; and management techniques in negotiating the contract.



MGT 602

Human Resources Management

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 addresses the issues and problems facing managers when firms conduct 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 provides a comprehensive background of the economic and legal environment, from both a national and international perspective, as it pertains to profit and non-profit organizations along with ethical considerations and social and political influences as they affect such organizations. The course uses cases for the study of the legal, ethical, and social responsibilities of modern management.

MGT 609 Management of Innovation

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

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, interpretation 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 develops analytical abilities by focusing on the decisions facing a sales force manager: recruiting, training, organizing, compensating and motivating, territory design, and evaluation and control of a sales force.

MKT 604 Advertising

This course is designed to teach skills 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 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. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace.

MKT 606 Marketing Strategy

This course focuses on strategy formulation by determining what marketing strategy can realistically accomplish, identifying factors that must be considered in developing strategies, setting realistic marketing objectives, and organizing for successful strategy implementation.

POM 602

Service Operations Management

This course addresses 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 COURSE

One integrating course is required of all degree candidates and should be taken during the second year. The prerequisite for the integrating course is the completion of the core courses.

MBA 601 Management Policy

The management policy course serves 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 the complex situations as the top executive decision maker.

ADMISSION



Admission to the Professional MBA Program 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, prior work experience, and evidence of maturity and motivation are among the factors that are evaluated during the admission process. All applicants are required to submit an official score on the Graduate Management Admission Test (GMAT) sent directly to the school from the Educational Testing Service. Applicants should also arrange to have all official transcripts of academic records sent directly from their undergraduate, graduate, and professional schools attended. The Crummer School also requires two letters of recommendation 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. A \$30 application fee must be submitted with the application.

Individuals may seek admission to the Crummer School's Professional MBA Program in either the fall or winter terms. Applicants should have their documents sent to the school by June 1 for fall entrance or December 1 for winter entrance. Late applications are considered on a space available basis. Class sizes are limited, so applicants are encouraged to apply early.

TUITION

The Professional MBA Program is priced as a complete package and tuition is guaranteed not to increase for the student who remains in the original group. The tuition for the Fall 1991 and Winter 1992 classes was \$22,600. The tuition cost for the Fall 1992 class and Winter 1993 will be available on March 30, 1992. The tuition covers

the cost of all course offerings, meals and breaks during the intensive programs, as well as a laptop computer with software.

Once a student is accepted to the Professional MBA Program, a \$1,000 first payment is due immediately to reserve a place in the class. A \$2,400 second payment is required of all students and must be paid by August 1 for the Fall 1992 class and December 1 for the Winter 1993 class. The remaining balance of \$19,200 is divided into eight equal payments of \$2,400 and must be paid by the first day of each term. This payment plan is based on tuition for 1991-1992 and will be adjusted for the coming year.

Participants in the Professional MBA program are selected carefully and the admissions committee bases its decision on the ability of the applicant to complete the program. A student who must withdraw should notify the Program Director in writing immediately. Tuition refunds, if any, to those who withdraw are determined as follows:

The \$1,000 first payment is not refundable.

The \$2,400 second payment is not refundable once the student has attended the first intensive course.

Refunds for the term payments are as follows:

First class meeting of term:

last day for 100% refund.

Second class meeting of term:

last day for 75% refund.

Third class meeting of term:

last day for 50% refund.

FINANCIAL AID

Student loans are available to qualified students who have financial need. Students applying for need-based aid must submit a need analysis application and a loan application to the Office of Financial Planning, Rollins College, Winter Park, Florida 32789-4499. For more information, applicants may call 646-2395. The application must be received by July 1 for aid starting in the fall term, and by December 1 for aid starting in the winter term.



FACULTY

Carol H. Anderson

Associate 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 retail management, 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 *Journal of Marketing Education and Entrepreneurship: Theory and Practice*. She has written a textbook, *Retailing: Strategy, Concepts and Information*, for January 1992 publication. Dr. Anderson is actively involved in several professional associations, including serving as Past President of the Midwest Marketing Association, Vice President of the Midwest Business Administration Association, and member of the American Marketing Association Task Force on Marketing and Entrepreneurship. She received the SIU College of Business and Administration outstanding undergraduate teacher for five consecutive years and the SIU University-wide Outstanding Undergraduate Teacher Award in 1989.

Joseph V. Anderson

Associate Professor of Marketing
B.A. North Park College
M.S. Northwestern University
Ph.D. Northwestern University

Dr. Anderson served as the Chief Executive Officer of a moderate-sized enterprise in the service sector, and as Account Executive and Production Manager with Craig Stewart and Associates, a Chicago-based consulting firm. His research focuses on power and creativity, with specific applications to product/service development, program design, strategic planning and motivation. He is currently writing two books: *Two-Fisted Marketing* to be published by Simon & Schuster; and *Marketing: The Art of Managing Exchange* for Allyn and Bacon publishers. Before coming to Crummer, he served on the faculties at the University of Nebraska, the University of Virginia and Duke University.



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

Dean and 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 as a member of the Review Board of The Academy of Management Review. He is a consulting editor for Allyn & Bacon Publishing Company and also is a management consultant to major corporations.

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.

Ralph Drtina

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.

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. 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, management education, international business issues, and executive decision processes has been presented in almost one hundred papers before leading international academic and professional societies



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, manager innovation, and in human relations training. He has written six textbooks on business strategy and organizational behavior including the bestselling *The Management Challenge*, the 4th edition of the widely used *Strategic Management: Text and Cases*, and has recently completed a tradebook, *Innovate or Evaporate*.

Serge 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.

Edward A. Moses

Professor of Finance and
Director of the Executive MBA Program
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 the University of Central Florida. He was also 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 and currently serves on the board of

I have been head of an academic division at a major university, and I have written several textbooks that have brought me some recognition. But being recognized for developing innovative teaching methods is a true reward for a serious teacher.

—Don Plane, D.B.A.

Professor of Management Science

throughout the U.S., Canada, Mexico, Australia, and Europe. He serves on the editorial boards of a number of journals. His service to the profession includes having served as Chair of the Management Education and Development Division of the Academy of Management, State Vice President of the Association of Management, Vice President of the Association of Management, and Vice President and member of the Board of Directors of the Planning Executives Institute (Montreal). He currently serves on the Board of Directors of the Southern Ballet Theatre and of the Southern Management Association. Dr. Herbert serves as consultant to large and small businesses and non-profit organizations on strategy issues, competitive strategy, and strategic planning.

Directors of the Financial Management Association. He is the author of five textbooks and has published numerous articles in the leading finance journals. He has served as a consultant to a number of firms, including the General Mills Restaurant Group and American Telephone and Telegraph, and has served on the faculty of the Stonier Graduate School of Banking and the Graduate School of Banking of the South.

Donald R. Plane

Professor of Management Science
B.S. University of Cincinnati
M.B.S. 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, 1988, and 1990. 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 R. Render

Charles Harwood Professor of Management Science
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 one hundred articles and eight textbooks, including the widely adopted *Production and Operations Management* and *Quantitative Analysis for Management*. He is also the series editor for all *Quantitative Methods and Statistics* textbooks for Allyn and Bacon publishers. Before coming to Rollins, he 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. He was named an AACSB Fellow in 1978 and has worked in the aerospace industry for McDonnell Douglas, G.E., and NASA. His consulting clients



include the Navy, FBI, Fairfax County (Virginia), and the Kengan Ministry of Finance.

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 served as Dean of the School of Business and Public Management at the State University of New York and the Crummer Graduate School of Business. 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 journal articles

on management and management education and is listed in *Who's Who in The South*. Dr. Schatz also served on the Board of Directors of the Southern Business Association.

Jack W. Trifts

Associate Professor of Finance
B.B.A. University of New Brunswick
M.B.A. Dalhousie University
Ph.D. University of Florida

Dr. Trifts previously taught at the University of South Carolina, where he was named Outstanding Professor by MBA students. He received the Alfred G. Smith Award for Excellence in Teaching at USC. He has taught financial management in the IBM Executive Development Program and has published in some of the most prestigious finance journals.



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

Dr. Veit has extensive experience in the investments field as an investment advisor. He holds the designation of Chartered Financial Analyst and is a member of the Council of Examiners grading staff and the Staff Review Committee of the Institute of Chartered Financial Analysts. His academic background includes teaching and research appointments at the University of Arkansas, West Virginia University, and the University of Central Florida. In addition to publishing a textbook on financial management, Dr. Veit has published numerous journal articles. He also serves as a consultant specializing in business valuations.

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 been employed by universities and industry in the

United States, Canada, and the United Kingdom. He has been at Rollins College since 1977, and on the Crummer faculty since 1980. Dr. Vincze has published numerous articles and business cases and is coauthor of two textbooks: *Strategic Management: Text and Cases*, 4th Ed.; and *Managerial Marketing: Concepts and Cases*. He has held leadership positions in both the Academy of Marketing Science and the North American Case Research Association and is currently NACRA's Vice President-Case Center. Dr. Vincze has been a consultant to many small and medium sized businesses.

PROFESSORS EMERITI

Pearson Hunt, Ph.D.
Max Richards, Ph.D.

ADJUNCT PROFESSORS

Roy Kerr, Ph.D.
 Professor of Foreign Languages
Marvin Newman, J.D.
 Professor of Organizational Communication
Donald Rogers, Ph.D.
 Professor of Organizational Communication

TEXTBOOKS WRITTEN BY CRUMMER FACULTY

- Business
- Business & Economic Statistics
- Cases and Readings in Management Science
- Cases in Contemporary Business
- Cases in Investments
- Cost Accounting
- Dimensions of Organizational Behavior
- Discrete Optimization
- Experiencing Modern Management
- Experiential Organizational Behavior
- Exploring the New Management
- Financial Accounting
- Financial Management: Cases
- Fundamental Readings in Modern Management: Functions and Systems
- Human Relations: Behavior at Work
- Introduction to Financial Management
- Investments: Analysis, Selection, and Management
- Management Science: Text and Applications
- Managerial Accounting
- Management Challenge
- Managerial Marketing: Strategy and Cases
- Managing the Contemporary Organization
- Operations Research for Managerial Decisions
- Organizational Behavior: Cases and Reading
- Organizational Leadership: Skills Through Theory and Experience
- Organizational Policy and Strategic Management: Text and Cases
- Principles of Modern Management: A Canadian Perspective
- Principles of Modern Management: Functions and Systems
- Production and Operations Management: A Self-Correcting Approach
- Production and Operations Management: Strategies and Tactics
- Quantitative Analysis for Management
- Quantitative Tools for Decision Support Using IFPS
- Selected Cases in Strategic Management
- Service Operations Management
- Strategic Management: A Focus on Process
- Strategic Management: Concepts and Applications
- Strategic Management: Text and Cases
- Strategy: Formulation, Implementation & Control

ACADEMIC POLICIES

Continuous Matriculation

The PMBA Program is structured so that the 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 reenter 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. Only when students have completed all required courses may they vary their schedule from that of their assigned class. When selecting elective courses, PMBA students can choose any elective course offered in either the day or evening program.

Graduation Requirements

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

Petition to Graduate

Students must submit to the Dean's Office a petition to graduate and the graduation fee at 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 the PMBA 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.

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.

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

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.

New 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 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.





We are committed to educational excellence at Rollins College. The Crummer Graduate School of Business is an integral part of the College, and we are proud of the national reputation the program has achieved. The faculty of the Crummer School have designed an excellent curriculum, which is supported by their superior teaching skills and innovative methods of instruction. We admit talented students and, consequently, have an outstanding body of alumni.

The Crummer School is a quality graduate business program that prepares its students for success in the business world.

-Rita Bornstein, Ph.D,
President, Rollins College

ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

ROLLINS COLLEGE
1000 HOLT AVE.—2722
WINTER PARK, FLORIDA 32789-4499

Application for Admission to the Professional MBA Program

—Application Fee \$30—

Please type or print in ink

Entrance Date: (Indicate One)

Fall 19 _____ Winter 19 _____

Name in Full: Mr. Ms.

_____ (Last)

_____ (First)

_____ (Middle)

School or Business Address: _____

_____ (Number and Street)

_____ (Apartment Number)

_____ (City)

_____ (State)

_____ (Zip)

_____ (Address effective through)

Permanent Address: _____

_____ (Number and Street)

_____ (Apartment Number)

_____ (City)

_____ (State)

_____ (Zip)

_____ (Address effective through)

Home Telephone: _____

School or Business Telephone: _____

Birthplace: _____

Date of Birth: _____

Country of Citizenship: _____

Social Security Number: _____

Name or Nickname Preferred: _____

The following is required by the U.S. Department of Health, Education, and Welfare under Title VI of the Civil Rights Act:

Race: American Indian _____ Asian American _____ Black _____ Spanish Surname _____ White _____ Other _____

Type of Visa (If Applicable): _____

Number of Permanent Resident Card: _____

1. Previous academic training:

Name of Institution	Dates Attended	Major Field	Degree or Diploma	Date Conferred
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Undergraduate College

Undergraduate College

Graduate School

Name Under Which Transcript Was Issued

2. Self-Reported Undergraduate Grade Point Average: _____

Undergraduate Class Standing: _____ of _____ (if known)

3. On what date did you or are you planning to take the GMAT? _____

If taken what was the score? Verbal Score: _____ Quantitative Score: _____ Total Score: _____

The Graduate Management Admission Test is required for all applicants. Information concerning the Graduate Management Admission Test may be obtained either from the School of Business Administration or from the Educational Testing Service, Box 966-R, Princeton, New Jersey 08541.

The Test of English as a Foreign Language (TOEFL) is required for all students whose native language is not English and who have completed their undergraduate work at a school outside the United States. For information, write Educational Testing Service, Box 899, Princeton, New Jersey 08541.

It is the applicant's responsibility to:

1. Request the Registrars of *all* the applicant's institutions of higher learning to forward the transcripts of his/her academic record directly to the Office of Admissions, Crummer School of Business.
2. Request the Educational Testing Service to forward a copy of his/her Graduate Management Admission Test score report directly to the Office of Admissions, Crummer School of Business.
3. Applicant should arrange to have two letters of recommendation sent directly to the Crummer School. Recommendations should come from either faculty members or professional persons familiar with their academic performance and work experience.

4. EMPLOYMENT RECORD: List all full-time employment, including military service, beginning with the most recent or current experience. Resume is acceptable.

Organization: _____

Position Held: _____ Dates: _____

Organization: _____

Position Held: _____ Dates: _____

Organization: _____

Position Held: _____ Dates: _____

Organization: _____

Position Held: _____ Dates: _____

5. Do you feel that your college grades accurately reflect your academic abilities;—If no, why not?

6. In addition to your previous academic record and test scores, what special considerations do you feel the Admissions Committee should take into account in its review of your application?

7. List scholastic honors and awards.

8. List business, professional, and social organizations in which you have been active and/or any professional licenses you hold.

Organization

Office held, if any

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9. Please respond to the following. Use separate sheets of paper if necessary.

Respond to the appropriate question:

a. If you are *not now* a full-time student, describe your current responsibilities, citing their role in your personal development.

OR

b. If you are a full-time student, discuss the situation in which you have exercised the most leadership, responsibility, or judgment, indicating its impact on your development.

10. Cite your reasons for seeking a Master's degree at this point in your life.

11. Where did you hear about the Graduate Program in the Crummer School?

12. What is the tuition reimbursement policy for your company?

Date of Application

Signature of Applicant