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VSB ADMINISTRATION
Bartley Hall Room 1045

James M. Danko 610-519-4331
Dean

Victoria Forrest 610-519-4331
Assistant to the Dean

Ronald P. Hill, Ph.D. 610-519-3256
Senior Associate Dean, Intellectual Strategy

Debra A. Arvanites, Ph.D. 610-519-4102
Associate Dean, Assessment and Accreditation

Melinda B. German 610-519-4333
Associate Dean, Undergraduate Business Studies

Bethanie Anderson 610-519-6014
Assistant Dean, Marketing & Strategic Initiatives

Nancy Rambo 610-519-3270
Director, Finance & Operations

VSB ACADEMIC AREA CHAIRS

Accounting and Information Systems

Daniel O'Mara 610-519-4342
Bartley Hall -3024

Economics and Statistics

Wen Mao 610-519-6429
Bartley Hall -2015

Finance

David Shaffer 610-519-5637
Bartley Hall -2017

Marketing and Business Law

Greg Bonner 610-519-4352
Bartley Hall -3014

Management and Operations

Kevin Clark 610-519-4326
Bartley Hall -2077

CAMPUS SERVICES & FACILITIES

Athletic Facilities	Pavilion	610-519-7732
Bursar's Office	Kennedy Hall	610-519-4258
Career Services	Corr Hall	610-519-7828
Computer Support Ctr	Vasey Hall	610-519-7777
Dining Services	Bartley Hall	610-519-4812
	Belle Air Terrace	610-519-7259
	Dougherty	610-519-4170
Library	Circulation	610-519-4271
	Hours/General Info	610-519-4292
	Reference	610-519-4273
Lost & Found	Farrell Hall	610-519-6985
Parking	Farrell Hall	610-519-6990
Public Safety	Farrell Hall	610-519-6979
Registrar	Tolentine Hall	610-519-4032
UNIT	Technology Svcs. Bldg	610-519-7777
University Shop (Bookstore)	Kennedy Hall	610-519-4160
WildCard Office	Dougherty Hall	610-519-6202

ACADEMIC CALENDAR
2007 -2008

FALL SEMESTER – 2007

August

27 Classes Begin
31 Last Day of Drop/Add

September

3 Labor Day Holiday - No classes

October

15-21 Semester Recess

November

14 Last Day for Authorized Withdrawal without Academic
Penalty
21-25 Thanksgiving Recess – No Classes

December

17 Final Exam for Monday Classes
18 Final Exam for Tuesday Classes
19 Final Exam for Wednesday Classes
20 Final Exam for Thursday Classes

SPRING SEMESTER – 2008

January

14 Classes Begin
18 Last Day to Drop/Add
21 Martin Luther King Day—No Classes

March

3-9 Semester Recess Begins
10 Classes Resume
20 Easter Recess Begins after Last Class
25 Classes Resume

April

4 Last Day for Authorized Withdrawal without Academic
Penalty

May

1 Last Day of Classes
5-8 Final Exams
17 VSB Recognition Ceremony
18 University Commencement

Note: A revised calendar is published with registration materials each semester.

MISSION OF THE VILLANOVA SCHOOL OF BUSINESS (VSB)

We seek to be a leader among business schools in fostering a learning environment that enables members of our community to develop the knowledge, experience, values, and capabilities needed for a life time of learning consistent with the moral vision of St. Augustine. Strengthened by our liberal arts foundation, we also strive to collaborate with the business and academic communities to create, share, and apply knowledge.

WE VALUE AND SUPPORT...

- The rich tradition of Catholic Social Teaching and the guidance it provides for all University activities.
- Our VSB community and are committed to maintaining an environment of mutual respect, professional development, and continuous improvement.
- A quest to achieve educational distinctiveness in the markets in which we choose to compete.
- Being an active partner with other units of the university and the mutually supportive activities of teaching, research, and service.
- Innovation and experimentation by faculty and staff in achieving continuous improvement in the educational delivery process.
- All dimensions of scholarship, including teaching, discovery, integration, and application.
- Stakeholder-based perspectives in decision-making.
- Building life-long relationships with our graduates.
- A student orientation in terms of the learning environment we seek to create.
- Diversity of opinion and thought, as they relate to the development of operational strategies and tactics chosen to accomplish our mission.

MUTUAL EXPECTATIONS

Students Expect:

- A learning environment that is characterized by appropriate challenges, support, and sense of community.
- To learn to navigate successful life and career paths that continually develop the self and contribute to society while exhibiting a consistent set of ethical behaviors.

The VSB Expects:

- A demonstrated commitment to the learning process, ethical behavior, and recognition of co-responsibility for the creation of the learning environment.

ACADEMIC AND FINANCIAL POLICIES

AACSB ACCREDITATION

Villanova's FTE MBA Program is one of approximately 504 in the nation accredited by AACSB International - the Association to Advance Collegiate Schools of Business, promoting academic quality, continuous improvement, a highly qualified faculty, and a relevant curriculum.

ACADEMIC INTEGRITY POLICY

As a community committed to the Augustinian ideals of truth, unity, and love, Villanova University prides itself on maintaining the highest standards of academic integrity and does not tolerate any form of academic dishonesty or misconduct. Dishonesty (including plagiarism) in any assignment, test, or examination will receive 0 points for the assignment and is to be reported by the instructor to the Director, Graduate Business Programs, and recorded in the student's file. In addition, the student will be expected to complete an education program. A second offense will result in dismissal from the University and the reason noted on the student's official transcript.

In addition, each student who takes an examination is expected to sign the following statement, which is printed on the official University examination booklets.

I _____(your name) have not had any unsanctioned prior access to this examination and will conduct myself in an honest manner in regard to all aspects of this examination. Unless authorized by the course professor, I will not discuss the contents of this examination, in general or specific terms, until the examination is administered to all students.

Code of Academic Integrity

Academic integrity is vital to any university community for many reasons.

Students receive credit for doing assignments because they are supposed to learn from those assignments, and the vast majority do so honestly. Anyone who hands in work that is not his or her own, or who cheats on a test, or plagiarizes a paper, is not learning, is receiving credit dishonestly and is, in effect, stealing from other students. As a consequence, it is crucial that students do their own work. Students who use someone else's work or ideas without saying so, or who otherwise perform dishonestly in a course, are plagiarizing or cheating. In effect they are lying. Such dishonesty threatens the integrity not only of the individual student, but also of the university community as a whole.

The following are some rules and examples regarding academic dishonesty. Since academic dishonesty takes place whenever anyone undermines the academic integrity of the institution or attempts to gain an unfair advantage over others, this list is not and cannot be exhaustive. Academic integrity is not simply a matter of conforming to certain rules; it must be understood in terms of broader academic purposes of a Villanova education.

1. Cheating:

While taking a test or examination, students shall rely on their own mastery of the subject and not attempt to receive help in any way not explicitly approved by the instructor; for example, members shall not try to use notes, study aids, or another's work. Such cheating includes trying to give or obtain information about a test when the instructor states that it is to be confidential. It also includes trying to take someone else's exam, or trying to have someone else take one's own exam.

2. Fabrication:

Students shall not falsify, invent, or use in a deliberately misleading way any information, data, or citations in any assignments. This includes making up or changing data or results, or relying on someone else's results. It also includes citing sources that one has not actually used or consulted.

3. Assisting in or contributing to academic dishonesty:

Students shall not help or attempt to help others to commit an act of academic dishonesty.

This includes situations in which one student copies from or uses another student's work; in such situations, both students are likely to be penalized equally severely. Students are responsible for ensuring that their work is not used improperly by others. This does not include team projects where students are told by their instructor to work together.

4. Plagiarism:

Students shall not rely on or use someone else's words, ideas, data, or arguments without clearly acknowledging the source and extent of the reliance or use. The most common way to acknowledge this reliance or indebtedness is to use footnotes or other documentation. It is the student's responsibility to show clearly when and where they are relying on others, partly because others may want to learn from the same sources from which the original writer learned. Since this indebtedness may be of many kinds, some definitions and examples of plagiarism follow.

- a. Using someone else's words without acknowledgement. If you use someone else's words, not only must you give the source, but you must also put them within quotation marks or use some other appropriate means of indicating the words, and mathematical equations, whether or not they have been formally published.
- b. Using someone else's ideas, data, or argument without acknowledgement, even if the words are your own. If you use someone else's examples, train of thought, or experimental results, you must acknowledge that use. Paraphrasing, summarizing, or rearranging someone else's words, ideas, or results does not alter your indebtedness.
- c. Acknowledging someone else in a way that will lead a reader to think your indebtedness is less than it actually was. For example, if you take a whole paragraph worth of ideas from a source, and include as your final sentence a quotation from the source, you must indicate that your indebtedness includes more than just the quotation. If you simply put a page number after the quotation, you will lead the reader to think that only the quotation comes from the source. Instead, make clear that you have used more than the quotation.

The examples above constitute plagiarism regardless of whom or what the source is. The words or ideas of a roommate or of an encyclopedia, or notes from another class, require acknowledgement just as much as the words or ideas of a scholarly book. Introductions and notes to books also require acknowledgement.

The examples above constitute plagiarism even if you simply forget to include a reference, forget that you used a certain source, or forget that you found certain ideas or a certain argument or certain data in a source. You are responsible for taking careful notes on sources. Notes must clearly identify the information you have obtained and where you acquired it, so you can acknowledge your indebtedness accurately. Do not look at a source

without having something handy with which to take such notes.

You need not provide footnotes for items that are considered common knowledge. What constitutes common knowledge, however, varies from academic field to academic field, so you should consult with your instructor. In general, the harder it would be for someone to find the fact you have mentioned, the more you need to footnote it.

5. Multiple submissions of work:

Students shall not submit academic work for a class which has been done for another class without the prior approval of the instructor.

In any assignment, an instructor is justified in expecting that a certain kind of learning will be taking place. Handing in something done previously may preclude this learning. Consequently, if a student hands in work done elsewhere without receiving his or her instructor's approval, he or she will face penalties.

6. Other forms of dishonesty:

Acting honestly in an academic setting includes more than just being honest in one's academic assignments; students are expected to be honest in all dealings with the University. Certain kinds of dishonesty, though often associated with academic work, are of a different category than those listed above. These kinds of dishonesty include (but are not limited to) the following:

- a. Misrepresenting oneself or one's circumstances to an instructor (for example, in requesting a makeup exam or due date for an assignment, or in explaining an absence).
- b. Forging part of, or signatures on, official documents (including both university documents, such as drop-add slips or excused absence slips, and relevant outside documents, such as doctor's notes).
- c. Taking credit for work in a team-project even when the student has made little or no contribution to the work of the team.
- d. Stealing or damaging library books.
- e. Unlawfully copying computer software.

These serious offenses will be handled by the University's disciplinary procedures.

ACADEMIC STANDING

To qualify for the MBA degree a candidate must earn a cumulative grade point average of at least 3.00. During the course of study any student whose cumulative grade point average falls below a 3.00 will be subject to review by the Graduate Academic Standing Committee. Students will be officially

informed by letter of the action taken by the Committee which could include placing a student on probation or dismissal from the program.

ADVISING

Responsibility for planning the specific content of the academic program rests with the student. Thorough familiarity with and understanding of the degree requirements are essential for sound planning.

Students are encouraged to take advantage of academic advising. Please contact the Graduate Business Office if you seek advisement on any of the Graduate Business curricula. Faculty advice is also available. Please contact the chairperson of the department.

BILLING

The Bursar's Office manages billing, collection and student account services. Questions regarding tuition accounts should be directed to the Bursar's Office.

It is the student's responsibility to see that tuition charges are paid by the first day of the semester. If tuition payment is not made by the first day of the semester, late fees may be imposed by the Bursar, **regardless of whether a student has received a bill.**

Bursar's Office - Kennedy Hall610-519-4258

CLASS ATTENDANCE

Students are expected to attend each class meeting. It is strongly suggested that students do not register for a class if it is known that more than two class meetings will be missed. Students are encouraged to contact faculty members directly regarding this issue. Faculty often include class participation in the calculation of a student's course grade.

CLASS MEETING TIMES

Classes meet for three hours and thirty minutes once per week for fifteen weeks beginning at 6:00 pm in the fall and spring semesters on Monday, Tuesday, Wednesday or Thursday nights. During the nine week summer session, classes meet from 6:00-9:30 pm one night each week and two nights on alternate weeks.

CLASSROOM LISTINGS

All FTE MBA classes meet in Bartley Hall. Room numbers are listed on NOVASIS. However, as room changes do occur before the start of classes, it is wise to check room numbers on the web in NOVASIS (www.registrar.villanova.edu). Additionally, a listing of all sections and their corresponding room numbers are posted outside the Office of Graduate Business Programs.

CLASS RANKING

The University does not rank graduate students.

COMPUTER PROFICIENCY AND COMPUTERS

All students should recognize that computers will be used extensively during their graduate studies. Students are expected to be proficient in word processing, spreadsheets, database management, presentation software, Internet usage, and e-mail. Faculty and administrative offices communicate to students through e-mail and faculty expect students to retrieve information from the web and hand in assignments through e-mail. It is the student's responsibility to be well versed in this use of information technology. Students are not required to purchase a laptop computer although all students must have access to a computer running at minimum Windows 98 and Internet access.

CURRICULUM

All courses are 4 credits unless otherwise indicated.

CMB 8100 - The Leadership Challenge (2 cr.)

CMB 8010 - Foundations of Economics

CMB 8015 - Statistics (2 cr.)

CMB 8020 - Accounting

CMB 8025 - Marketing Management

CMB 8030 - Leadership and Ethics

CMB 8035 - Business Technology Management

CMB 8040 - Decision Making for Business Applications (2 cr.)

CMB 8045 - Financial Management

CMB 8050 - Virtual Supply Chain Management

CMB 8056 - Strategic Management for Global Organizations (3 cr.)

CMB 8057 - Strategic Management for Global Organizations

Practicum - International trip (3 cr.)

CMB 8060 - Financial Risk Management

To fulfill MBA degree requirements, candidates must complete all 12 core courses plus The Leadership Challenge.

DROP AND ADD PROCEDURES

The University adheres to a strict policy concerning an FTE MBA student's right to withdraw from courses. The reasons for such a policy relate to protecting the academic integrity of the Program as well as the University's need to make certain that before it commits its financial resources to a course that there is a similar commitment by the students who are enrolled in courses.

Course Withdrawal

Students may withdraw on-line until the date specified in registration materials. After that date, students must provide written notice (mail, fax, or e-mail) to the Office of Graduate Business Programs of a desire to withdraw. The schedule that the Bursar's office will use to determine the percentage of the tuition that the student will be charged is stated each semester in the registration materials

and below. The schedule below lists dates and percent tuition charges from the time that the FTE MBA Program receives written notice of the student's desire to withdraw.

<u>DATE OF NOTICE</u> (fall & spring)	<u>%TUITION CHARGE</u>
Up to the start of classes	0% charge
Up to the end of the 1st week	20% charge
Up to the end of the 2nd week	40% charge
Up to the end of the 3rd week	60% charge
Up to the end of the 4th week	80% charge
After the 4th week	100% charge

The tuition refund schedule for the summer session differs considerably from the fall and spring semesters. Refer to summer registration materials for tuition refund policies for the summer session.

Course Withdrawal Without Academic Penalty

A student may withdraw from a course without academic penalty up until the date specified on the academic calendar. Thereafter, students are not permitted to withdraw without academic penalty unless they receive **written approval** from the Associate Dean. The Associate Dean will not grant such approval after the last date for authorized withdrawal unless there is a compelling reason presented by the student. Whether such a reason exists shall be left to the sole discretion of the Associate Dean.

Non-attendance of Class

A student who registered for a course that he/she either never attended, or attended but subsequently stopped attending, must comply with the aforementioned procedure for withdrawing from a course. Mere non-attendance does not constitute a withdrawal and will lead to the imposition of a grade of "F" for the course, as well as the forfeiture of any right to a tuition refund. Non-payment for courses that you are registered for does not constitute an official withdrawal.

FINANCIAL ASSISTANCE

Villanova University is dedicated to providing students with financial aid, payment options, and alternative financing choices to assist in meeting educational expenses.

All graduate students seeking financial assistance must file the 2006-2007 Free Application for Federal Aid (FAFSA). Students who completed the 2005-2006 FAFSA on the web will receive PIN mailers instead of the paper renewal FAFSA. The Department of Education encourages students to use their web-based application to complete the 2006-2007 FAFSA.

For additional information about financing your degree, please link to the Office of Financial Assistance website at

GRADES

Faculty members submit grades directly on-line for students whose names appear on their class roster. Grades are due no later than 3 days after the last scheduled University final exam. Grade Reports are generated and mailed to students the following week by the Registrar's office. Grades may also be accessed through NOVASIS. To avoid confusion at the end of the semester, please make certain that you are properly registered for a course by checking NOVASIS at the beginning of the semester. Grades cannot be obtained from the Office of Graduate Business Programs. (see NOVASIS on page 27 for more detailed information).

GRADING POLICIES

Grading System

In each course a student will receive one of the following grades at the end of the semester:

Grade	Grade Point	Definition
A	4.00	Exceptional work
A-	3.67	Excellent work
B+	3.33	Well above ordinary performance
B	3.00	Clearly satisfactory at the graduate level
B-	2.67	Almost satisfactory work
C+	2.33	Below a satisfactory level of performance
C	2.00	Minimally acceptable at the graduate level; lowest passing grade
F	0	Unsatisfactory
WX	NA	Official withdrawal from a course without academic penalty
W	0.00	Official withdrawal from a course with academic penalty
N	0.00	Student's work in a course has not been completed; an N grade is given only if a student has made prior arrangement with the faculty member; To change an N grade, the instructor must submit a grade no later than one month after the last officially scheduled examination day of the semester, otherwise it automatically becomes an F ; Without the approval of the instructor, department chairperson, and the Dean, no grade higher than C may replace the N

Academic credit is given for the grades of A, A-, B+, B, B-, C+, or C.

Any student whose cumulative GPA falls below a 3.00 will be subject to review by the Graduate Academic Standing committee. Appropriate action is determined on an individual basis and may include placing a student on academic probation or dismissal from the program.

To be considered for graduation, a student must have a cumulative grade point average of at least 3.00. The final grade point average is based on grades received in all courses.

GRADUATION

To be eligible to receive the MBA degree, the student must satisfy all requirements established by the School of Business. These requirements include:

- (1) satisfaction of any condition contained in the candidate's letter of acceptance,
- (2) a cumulative grade point average (GPA) in all courses of at least a 3.00, and
- (3) completion of all core curriculum courses

It is the student's responsibility to notify the Office of Graduate Business Programs of his/her intention to graduate. This is accomplished by completing a "Prospective Graduate" form prior to the beginning of the semester when degree requirements will be met. The graduation forms can be obtained from the Office of Graduate Business Programs.

Summer, Fall and Spring graduates are invited to participate in the University's annual commencement ceremony in May. Information regarding the May ceremony will be sent from the Office of the Dean of Students. An additional graduation ceremony for all business students is held on the Saturday of graduation weekend. During this ceremony each graduate is recognized individually for his or her accomplishments. Students graduating in May will receive diplomas immediately following the University Commencement. Diplomas are mailed to students who complete degree requirements in September and December approximately ten weeks after the official graduation date.

HONORS

Graduate programs do not rank students, nor are graduation honors (cum laude, etc.) conveyed to graduate students. One MBA student is awarded the "For Excellence in the Study of Business at the Master Degree Level" medallion at the VSB's recognition ceremony.

HONOR SOCIETIES

BETA GAMMA SIGMA

Beta Gamma Sigma is the only nationally recognized business honor society for AACSB accredited schools. Students whose graduate grade point average falls in the top twenty percent of that academic year's graduates (summer, fall and spring graduating classes) are identified as superior students of business and are nominated for membership at an induction ceremony held in May. Students inducted into Beta Gamma Sigma (BGS) as undergraduate students are eligible for a Master's Certificate from BGS.

PHI KAPPA PHI

Phi Kappa Phi is the oldest, largest and most respected academic honor society open to undergraduate and graduate students in all academic disciplines. Additional information can be viewed online at: <http://www.phikappaphi.org/Web/>.

INTERNATIONAL PRACTICUM

FTE MBA Students will participate in a one week, overseas experience in conjunction with the course CMB 8056 Strategic Management for Global Organizations.

LEAVE OF ABSENCE

If a student desires a leave of absence from the Program, a written request must be filed. If the leave requested is for a period longer than one year, a reason for the request must be provided.

REGISTRATION PROCESS

Registration materials will be posted to the FTE MBA Web site approximately two months prior to the start of each semester.

A course registration is considered binding unless:

- a course is canceled by the University,
- a course is closed,
- a student does not have the appropriate prerequisites.

New FTE MBA Students

Newly admitted students who are registering for the first time are required to register in the Office of Graduate Business Programs. Call the Office at 610.519.4336 for more information.

Confirmation of Registration

Course registration can be confirmed through NOVASIS. The Registrar does not mail course confirmations.

Schedule Changes

See Drop and Add Procedures on page 17.

STUDENT RECORDS POLICY

The Family Educational Rights and Privacy Act provides that certain information from student records is “Directory Information” and may be released without the consent of the student, unless the student indicates that he/she does NOT wish such information released.

In accordance with the Act, Villanova University hereby gives notice that the following shall be considered “Directory Information” and may, at the discretion of the Registrar’s Office, be made public without the student’s consent:

- student’s name, address, telephone number,
- date and place of birth,
- major field of study,
- dates of attendance, degrees and awards received,
- the most recent previous educational agency or institution attended by the student, and
- other similar information.

An individual may request that any or all of the above information be kept confidential, except that such information may be released in accordance with other provisions of law. Students wishing to keep any or all of the above information confidential must inform the Registrar’s Office in writing at the time that the office originally seeks the information.

STUDENT STATUS

Students in the FTE MBA Program are considered part-time. A student is considered part-time if enrolled for eight or fewer credit hours per semester.

TUITION

For the 2006-2007 academic year, tuition is \$850 per credit. The Program has 44 credits.

TRANSCRIPT REQUESTS

Official transcripts may be obtained from the Registrar’s Office. Please visit the Registrar’s web site at www.registrar.villanova.edu for more information.

TRANSFER OF COURSES

Transfer credits are not permitted in the FTE MBA Program. All courses in the FTE MBA curriculum must be taken at Villanova University.

CAMPUS SERVICES & FACILITIES

ATHLETIC & FITNESS FACILITIES

All Villanova University students may utilize University athletic facilities during available hours. Valid WildCard identification is required (see page 36). Please contact the Athletic Department at 610-519-4090 for more information.

Alumni Hall Gymnasium

Most academic classrooms may be reserved for meetings, presentations, or programs when not in use for classes. Availability can be determined by checking the classroom calendar at www.registrar.villanova.edu. Reservations can be made by calling 610-519-4037 or 610-519-4032, or by using the on-line form for room reservations.

Alumni Hall Gymnasium

Hardwood intramural basketball/volleyball court, aerobic area.

Aquatic Center

10 lane, 25 by 25 yard pool with 1 meter and 3 meter diving boards and locker room facilities.

Butler Annex

Rubber surface basketball/volleyball courts.

Jake Nevin Field House

Hardwood basketball/volleyball court, stage, locker rooms and administrative offices.

Outdoor Fields

The Athletic Department administers the intercollegiate men's and women's soccer field located on the West Campus; the intercollegiate softball field across from Bartley Hall; multi-purpose grass fields across from the Field House and on the West Campus, as well as Austin and Mendel fields.

The Pavilion

Rubber surface basketball and tennis courts, four-lane running track, weight room, aerobics/dance room, and locker rooms.

Stanford Fitness Center

Located in the basement of Stanford Hall on South Campus. A six thousand sq. ft. modern fitness center featuring free weights, life cycles, treadmills and locker rooms for all students, faculty and staff.

St. Mary's Hall Gymnasium/Pool

Hardwood intramural basketball/volleyball court, recreational swimming and locker rooms.

Tennis Courts

Outdoor tennis courts are located across from Sullivan Hall on the Main Campus, adjacent to Stanford Hall on the South Campus and adjacent to St. Mary's Hall on the West Campus.

Villanova Stadium and Jumbo Elliot Track

Astroturf playing field for football, soccer, lacrosse, and field hockey; 8 lane all-weather track; weight lifting facilities beneath the North stands.

West Campus Fitness Center

Located in the basement of building number 8 on the West Campus, a 5,000 square foot modern fitness center featuring free weights, life cycles, and treadmills is available for all students, faculty, and staff.

ADDRESS/NAME CHANGES

Students may change their address directly on NOVASIS, the online student information system (see page 33). If a student is changing his/her name, the Registrar will require official documentation.

BARTLEY HALL

Bartley Hall is a modern, wireless, educational facility which includes new state-of-the-art classrooms with power and data at every seat (in addition to being wireless), an auditorium, cafeteria (The Exchange), four story atrium entrance, and faculty offices. Breakout rooms are available for students' team meetings and a graduate student lounge is located in Room 2059 on the second floor. The ground floor houses a copy center.

BURSAR'S OFFICE

The Bursar's Office manages billing, collection, and student account services functions of the University. Students may pay bills, request refunds, obtain third party payment plan information, and seek clarification related to University charges.

CAREER SERVICES

Employment Services are coordinated through the Career Services website at careers.villanova.edu. Resumes may be entered online for referral to employers, and campus interviews can be scheduled from October to April. A database of full-time and part-time job listings can be accessed online. The Office also maintains an extensive educational/vocational library.

Career Services, Corr Hall

610-519-4060

COMPUTING & INFORMATION SERVICES: UNIT

The Office of University Information Technologies (UNIT) provides Computing, Communication and Information Resources. The Computer Support Center (CSC), <http://unit.villanova.edu/support>, provides the university community with expert computing support. The CSC sells and fully supports University endorsed laptop computers. General student labs are located in Mendel and Tolentine and are complemented by many departmental labs and computer equipped classrooms.

UNIT supports a number of software packages including: McAfee, Virus Scan, Microsoft Office, Frontpage, and Outlook. Non-credit hands-on workshops are offered throughout the year. Support for software packages specific to coursework is generally provided in the class.

All students are given unique computer accounts by UNIT when they enroll in the University. Each computer account has a user identification (userid) and password. All students will receive their userid, password, and email address in a mailing from UNIT upon registration for the first time. This account information is needed to access computers in the labs, email, the Internet, and software packages needed for coursework that are available on the University computer systems. If at any time you forget your userid and password, contact the computer support center at 610-519-6646.

NOTE: This user ID and password DOES NOT affect NOVASIS. (see page 33).

The following services are provided by UNIT:

- Computer Support Center (CSC –see below)
- E-mail accounts
- Individual student web pages
- “My Classrooms” (see below)
- Novell servers in classrooms and labs
- Proxy Server

- Remote Access Service (RAS)

Computer Support Center

The Computer Support Center (CSC) provides computer assistance to students. Located in Vasey Hall room 101, the Center can help you get connected to the campus computer network and can answer questions about using the University <http://unit.villanova.edu/support>. Telephone support is available from the Center's Help Desk at 610-519-7777 and by email at support@villanova.edu.

Email System

All students have a Villanova email account. Information from faculty and the Office of Graduate Business Programs will be disseminated via the Villanova email system. Your email address will be included in a mailing from UNIT. If you have another email address, you may prefer to forward your Villanova e-mail to that address.

To forward your e-mail:

1. Go to the Villanova homepage (www.villanova.edu) and login to the homepage.
2. Enter your userid and password under "Personal Settings".
3. Click on "Edit Preferences" on the homepage. The first time you click on "Edit Preferences" you will be presented with the University Wildcard Photo Consent Form and the Change of Password Form. You will need to complete this information. Under account information click "Off" next to e-mail forwarding. A dialog box will appear in which you may type your e-mail address of choice.

If you prefer not to forward your e-mail, you may access your e-mail account on the web. Go to www.webmail.villanova.edu. Enter your userid and password.

Student Web Pages

All students enrolled in the University will have their own web page. For information and instructions on how to access your webpage, go to the CSC Web site at <http://unit.villanova.edu/support>. Click on "Help and How To" button.

"My Classrooms"

The "My Classrooms" portion of the University website allows students to view the names and e-mail addresses of fellow students in the classes in which they are enrolled. Wildcard photos of students who have granted consent accompany these lists. You will need your userid and password to access "My Classrooms". To access "My Classrooms" login to the Villanova Homepage.

Laptops

Data ports and power outlets are available for laptop computer users in the

Connelly Center, Falvey Library, Bartley Hall, and Donahue Hall. Please note that Bartley Hall is also a wireless facility. To access e-mail and the internet when using their own computer while on campus, all laptop users must register. To register, you must open your browser; your userid and password are needed. Follow the directions on the screen. A network cable is also required for direct connection and may be purchased at the Computer Support Center located in Vasey Hall, room 101. Students can purchase a laptop computer that is pre-configured for Villanova's computing environment. Visit the Computer Support Center web site.

NOVASIS

NOVASIS is the University's student information system available on the World Wide Web. It works in conjunction with our student record system and allows access to grades, registration and address information. To access NOVASIS, go to <http://novasis.villanova.edu>, then select "Log In To Secure Area". You must enter your Social Security number and your PIN to access records. Your PIN number is a unique number assigned to you by the Registrar. This pin number is mailed to you by the Registrar's Office and is not the password assigned to you by UNIT. A link to NOVASIS is also available on the Villanova homepage (www.villanova.edu).

Proxy Server

Many of the Falvey Memorial Library's resource providers limit access through a process called "domain restriction", which allows access only to users within the "Villanova Campus Network Domain". For the provider, this is the most efficient way to enforce licensing restrictions over the Internet. Unfortunately, it means that students using non-Villanova internet service providers will be denied access by the resource provider's site. The Proxy Server is, in essence, a machine that forwards requests for web resources from authorized users. You must know your userid and password (provided by UNIT) to use this. For more information on the Proxy Server refer to the website at <http://www.library.villanova.edu/vbl/>.

CONNELLY CENTER

The Connelly Center is designed to serve the cultural, social, recreational and co-curricular needs of Villanova University students, faculty, staff, alumni and University friends.

The facility includes:

Art Gallery

Banking Machines

Belle Aire Terrace (Cafeteria)

Cinema

Lounges

Meeting Rooms

Ticket Office/Ticket Master

Ice Cream Shop

For more information, please visit <http://www3.villanova.edu/connellycenter/>.

DINING SERVICES:

For full details on locations and hours of operation, please visit <http://www.diningservices.villanova.edu/>.

Bartley Hall – Exchange, Holy Grounds

Connolly Center – Belle Aire Terrace, Belle Aire “Grab & Go”, Holy Grounds, Ice Cream Shoppe

Liberal Arts Building – St. Augustine Café (Liberal Arts)

Dougherty Hall – The Corner Grill , The Italian Kitchen, Dougherty Main Dining Hall

EMERGENCY CLOSINGS / CLASS CANCELLATIONS

In the event of weather related emergency, class cancellation will be announced on

1. Local radio stations (KYW 1060) using the following call numbers:
MBA Program524 (Delaware County)
Graduate Tax Program2471 (Delaware County), and
2. 610-519-4505 (a recorded message will inform students of the status of MBA classes.)

In the event a faculty member cannot meet class on a given evening, faculty and/or Office of Graduate Business Programs staff will notify students via Villanova e-mail.

RELIGIOUS HOLIDAYS POLICY

Villanova University’s Mission Statement calls on the University “to reflect the spirit of St. Augustine . . . by respect for individual differences, and by adherence to the principle that mutual love and respect should animate every aspect of University life.” As a Catholic and Christian University, Villanova seeks to respect and support the diverse religious traditions of the members of the University community. As part of this commitment, the University makes every reasonable effort to allow members of the community to observe their religious holidays, consistent with the University’s obligations, responsibilities, and policies. Students who expect to miss a class or assignment due to the observance of a religious holiday should discuss the matter with their professors as soon as possible, normally at least two weeks in advance. Absence from classes or examinations for religious reasons does not relieve students from responsibility for any part of the course work required during the absence. Faculty, if possible, should try to accommodate students with make-up tests or exams if the absence falls on a day when these tests are being administered and/or provide students with reasonable alternative opportunities to complete their academic assignments.

Should a disagreement arise over the implementation of this policy, the matter should be taken to the chair of the department or the program director having jurisdiction over the class in question. If no resolution is reached at that level, the issue will be resolved by the Dean of the VSB having jurisdiction over the class, and his/her decision shall be final.

ID CARD – THE WILDCARD

In addition to being the Villanova University identification card, the WildCard offers continually expanding services to the University community. The WildCard serves as a library card and is needed to gain access to the Library after 5:00 pm on weekdays and all day Saturday and Sunday and to access the databases on the public workstations in the reference room and the upper floors of Falvey Library.

The card features two debit accounts allowing for cashless purchase on and off campus. The “WildCard Account” can be used for most cash operations on campus such as book purchases as well as paying for parking permits. Selected merchants close to campus also accept the “WildCard Account”. Money deposited on the “smart chip” is used in lieu of cash at vending and copy machines on campus.

The WildCard Office, Dougherty Hall

610-519-6202

Monday - Friday 8:00 a.m. - 5:00 p.m.

Hours are extended at the beginning of the semester.

LEARNING SUPPORT SERVICES

The Office of Learning Support Services, in conjunction with faculty, provides reasonable academic accommodations for students with disabilities, in accordance with Section 504 of Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA). Students with learning disabilities and other neurologically based disorders requesting assistance with academic concerns and/or accommodations should contact the Coordinator for Learning Support Services.

Students requesting academic accommodations are required to submit current documentation of their disability, in accordance with our guidelines, to the Coordinator for Learning Support Services. Depending on the nature of the disability and the accommodations requested, the amount of advance notice provided may impact the University’s ability to provide accommodations. Students must obtain a new accommodation form for each semester at Villanova in order to receive accommodations during that semester.

The Office of Learning Support Services, Geraghty Hall

610-519-5636

Monday - Friday 9:00 a.m. - 5:00 p.m.

LIBRARY SERVICES

Falvey Memorial Library

The Falvey Memorial Library is Villanova's gateway to print and electronic information resources and services. Its more than 700,00 volumes, 3,800 current periodical subscriptions, approximately 140 electronic indexes, full-text electronic journals and extensive microfilm and audiovisual collections support the information and research needs of the Villanova community. The Falvey homepage is accessible at <http://www.villanova.edu/library>.

A current university ID, the WildCard, is needed to gain access to the library. Possessions may be inspected upon leaving the library; entering implies that this inspection may occur.

Hours:	Monday	8:00 am – 2:00 am
	Tuesday - Thursday	8:00 am - Midnight
	Friday	8:00 am - 8:00 pm
	Saturday	9:00 am - 8:00 pm
	Sunday	10:00 am - Midnight

Hours differ during vacation periods and final exams.

PARKING

Students who plan to park a motor vehicle on campus are required to purchase a parking permit. Part-time, evening permits are \$50/year. Permits may be obtained by three methods:

Via ***Web Based Parking Registration*** available to all graduate students. Students who complete the form on line will have the parking permit price automatically billed to their student account.

Directions for Web Based Parking Registration:

1. Point your browser to: <http://novasis.villanova.edu>
2. Login with your SSN and PIN
3. Select "Personal Information" from the main menu
4. Select "Register for Parking" from the submenu, and follow the on-screen instructions

PUBLIC SAFETY

The Department of Public Safety provides vehicle, parking services and escort services. The department also coordinates the shuttle service and lost and found.

Public Safety, Farrell Hall

610-519-6979

REGISTRAR

The Office of the Registrar is responsible for managing student registration,

processing grades submitted by the faculty, maintaining accurate records, posting degrees and forwarding diplomas. Verification of dates of attendance, registration and unofficial and official transcripts may also be requested from this office.

Office of the Registrar Hours (open all year):

Monday - Friday	8:30 am - 5:00 pm
Saturday and Sunday	Closed

Registrar, Tolentine Hall

610-519-4030

THE UNIVERSITY SHOP

The University Shop is the University's full service bookstore. In addition to supplying textbooks, reference books, and other academic necessities, the Shop sells stationary and cards, toiletries, snacks, clothing, software, and gifts. MBA students may have books sent to them by faxing or mailing a form to the University Shop. Forms for this purpose and a list of required textbooks will be sent to registered students before the start of the semester.

University Shop Hours (fall and spring semesters):

Monday – Friday	8:00am-8:00pm
Saturday and Sunday	10:00am-8:00pm

Hours are extended at the beginning of the semester (Kennedy Hall: 610-519-4163).

Villanova School of Business
FTE MBA Curriculum Course Descriptions

CMB 8000 – The Leadership Challenge
(2 credits)

This course is offered in an innovative format over the course of two weekends. It provides an intensive orientation to Villanova's IT and telecommunications infrastructure and other electronic and library resources. It also provides an introduction to the behavioral skills students need to excel in their MBA and business career. The course focuses on work-life balancing and lays the groundwork for developing effective communication and negotiation skills for adaptive problem solving. It also addresses ethical and leadership issues in organizational life. The course is structured to create a sense of community among students through a cohesive team atmosphere and it sets clear expectations for future class involvement.

CMB 8010 - Foundations of Economics
(4 credits)

This course covers microeconomics, macroeconomics and international economics. The microeconomic segment of this course explores demand and supply movements which lead to price and output decisions by firms in competitive and monopolistic industries. Effects of taxation and price regulation by government are also considered. The macroeconomic segment explores the gross domestic product, inflation and unemployment. Developed also are the analytics of monetary and fiscal policies and their potential effectiveness in achieving macroeconomic stabilization. A final segment on international economics explores free trade and trade barriers, exchange rate determination and the balance of international payments.

CMB 8015 - Statistics
(2 credits)

This course examines descriptive and inferential statistics as applied to management problem solving and decision-making. Its primary purpose is to provide an understanding of common statistical methods and to familiarize the participant with the basic statistical tools used for business decision-making. Topics include descriptive statistics, probability theory, probability distributions, sampling distributions, estimation, hypothesis testing, simple and multiple regression analysis, and time series. It will incorporate the use of Microsoft EXCEL when appropriate.

CMB 8020 - Accounting

(4 credits)

This course covers financial and managerial accounting topics. The first half of the course provides an intense coverage of financial reporting with its focus on understanding the Balance Sheet, Income Statement, Statement of Cash Flow and the related financial statement ratios. The second half of the course uses cases to understand the financial analysis required to make managerial decisions. Topics include budgeting, cost management systems, activity based costing, relevant cost analysis, and performance measurement. Various performance measurement techniques including the Balanced Scorecard and Economic Value Added (EVA®) are studied.

CMB 8025 - Marketing Management

(4 credits)

The focus of this course is on the analysis, implementation and control of strategic market decisions designed to accomplish an organization's objectives. It covers the description and evaluation of how goods and services meet consumer needs and how they are priced, promoted and distributed for domestic and international consumption. It also covers economic, government, social and other environmental forces in relation to the marketing function, including relevant social problems and responsibilities. The course includes cases to analyze firms' marketing decisions and simulation to provide real world marketing experience.

CMB 8030 - Leadership and Ethics

(4 credits)

This course focuses on the behavioral dimension of managerial action and decision-making with emphasis on the dynamics and challenges of providing responsible leadership and developing high performance teams. It includes an exploration of business ethics, diversity, motivation, communication, performance evaluation, conflict management, negotiations, organizational change, and learning in a global environment.

CMB 8035 - Business Technology Management

(4 credits)

This course is about the optimization of business and technology. It examines the inter-relationships among business models and processes, computing and communications technology, and the management best practices that drive the adoption, deployment and support of business technology. It covers emerging business models – such as eBusiness, supply chain management, personalization and customization – as well as current and emerging technology infrastructures, architectures and applications. The course also examines technology management methods and tools, such as business cases, total-cost-of-ownership calculations and return-on-investment models. The course also discusses how prudent

investment and computing and communications technology can enable profitable growth.

CMB 8040 - Decision Making for Business Applications
(2 credits)

The objective of this course is to empower students to identify, model, and solve practical business problems. Students will learn to understand the development, application, interpretation, and implementation of computer-based decision support models. The course consists of an introduction and two modules. The introduction discusses the role of technology in supporting value-based decision-making for organizations and provides an overview of the modeling approaches used. The two modules are decision analysis and simulation. The decision analysis module includes a review of classical decision analysis including utility theory and decision trees, and a detailed discussion of the analytic hierarchy process. The simulation module studies the analysis of complex systems when relationships are probabilistic. Process redesign and analysis of the simulation output will also be studied.

CMB 8045 - Financial Management
(4 credits)

This course is a survey course in corporate finance. It combines the theory and application of financial management and provides basic information on the economic and financial environment within which the financial manager makes value-maximizing decisions. It also gives an overview of financial statement analysis, the essentials of risk analysis and the valuation process. Through the use of case analysis, students will learn how to apply the tools and skills of financial management to developing and implementing effective financial strategies in the areas of cost of capital, capital budgeting, capital structure, working capital management, and multinational financial management

CMB 8050 - Virtual Supply Chain Management
(4 credits)

This course focuses on improving the performance of the firm and its supply chain through coordination among multiple sites, functions, and economic actors (customers and suppliers). Students will know how to design and implement strategies for structure and management, both cross-functionally, within the firm, and across an industry value chain among interacting firms. These strategies include restructuring supply chain facility networks, coordinating information and materials flow, managing supplier relations, and managing customer order fulfillment processes. The theme of the course is that strategies that enhance integration throughout the supply chain can lead to improved performance (in terms of efficiency, effectiveness, quality, customer satisfaction, cost, flexibility, etc) and thereby provide firms with a source of competitive advantage.

CMB 8056 - Strategic Management for Global Organizations

(3 credits)

Strategic Management for Global Organizations examines the entire strategic management process including industry and competitive analysis, developing a vision and mission, assessing organizational capabilities, formulating strategy, strategy implementation, and evaluation and control. An in depth discussion of corporate governments, ethical conduct, corporate diversification and strategic leadership are also central elements of this course. Discussions of issues in global operations, in conjunction with an international trip, are integrated in the course

CMB 8057 – Strategic Management for Global Organizations – Practicum – International Trip

(3 credits)

In conjunction with CMB 8056, FTE MBA Students will enroll in CMB 8057. This is the one week, international experience required of all FTE MBA students.

CMB 8060 - Financial Risk Management

(4 credits)

This course combines the theory and practice of corporate finance and derivatives. It focuses on derivatives pricing models, the structure of the markets for these instruments, and the development of hedging strategies to manage corporate risks related to changes in interest rates, foreign currencies, stock prices, and commodities. This course will provide the students with an understanding of how derivative securities such as forwards, futures, options, and swaps are priced and used to maximize shareholder value. Through the use of cases, the students will also learn how to apply their knowledge of the principles of risk management related to real options, simulation, value-at-risk (VaR), and other important concepts to solve real-world financial problems in a corporate setting.