

A large, light gray, stylized letter 'D' is centered on the page. It has a thick vertical stem and a curved top and bottom. Three horizontal black bars are superimposed over the middle of the 'D'.

CHARLES H. KELLSTADT

GRADUATE SCHOOL

OF BUSINESS.

DEPAUL UNIVERSITY BULLETIN

CHARLES H. KELLSTADT

GRADUATE SCHOOL OF BUSINESS

MASTER OF BUSINESS ADMINISTRATION

MASTER OF ACCOUNTANCY

MASTER OF SCIENCE IN ACCOUNTANCY

MASTER OF SCIENCE IN BUSINESS INFORMATION TECHNOLOGY

MASTER OF SCIENCE IN COMPUTATIONAL FINANCE

MASTER OF SCIENCE IN E-BUSINESS

MASTER OF SCIENCE IN FINANCE

MASTER OF SCIENCE IN HUMAN RESOURCES

MASTER OF SCIENCE IN MARKETING ANALYSIS

MASTER OF SCIENCE IN REAL ESTATE

MASTER OF SCIENCE IN TAXATION

COMBINED-MBA/JD

DePaul University does not discriminate on the basis of race, color, national origin, religion, gender, sexual orientation, age, or handicap in admissions, employment, or the provision of services. Inquiries regarding this policy should be addressed to Human Resources, 55 E. Jackson Boulevard, Chicago, Illinois, 60604-2287.

Revised October 2005

ACCREDITATION

DEPAUL UNIVERSITY IS ACCREDITED BY:

AACSB International – The Association to Advance Collegiate Schools of Business

The American Chemical Society

The American Psychological Association

The Association of American Law Schools

The Commission of Institutes of Higher Education of

The North Central Association of Colleges and Schools

The National Association of Schools of Music

The National Council for Accreditation of Teacher Education

The National League for Nursing

DEPAUL UNIVERSITY IS ON THE APPROVED LIST OF:

The American Bar Association

The Illinois Board of Higher Education

The Illinois Department of Registration and Education

The Illinois Office of Education, State Teacher Certification Board

The National Association for Music Therapy

The State Approving Agency for Veterans Training

DEPAUL IS A MEMBER OF:

The American Association of Colleges of Nursing

The American Association of Colleges for Teacher Education

The American Association on Higher Education

The American Association of Theatre for Youth

The American Association of University Women

The American Council on Education

The Association of American Colleges and Universities

The Association of Catholic Colleges and Universities

The Association of Governing Boards of Universities and Colleges

The Chicagoland Advocates for Signed Theatre

The Consortium of Conservatory Programs

The Council on Graduate Schools

The Federation of Schools of Accountancy

The Graduate Management Admission Council

The Illinois Arts Alliance

The International Association of Theatre for Children and Young People

The League of Chicago Theatres

The Midwest Alliance in Nursing

The National Association of Independent Colleges and Universities

The National Catholic Education Association

The National Council of Educational Opportunity Associations

The National League for Nursing

CAMPUSES

The Kellstadt Graduate School of Business offers courses at the Loop Campus as well as at three convenient suburban locations.

LOOP CAMPUS

(full program of course offerings)

1 East Jackson Boulevard
Chicago, Illinois 60604
312-362-8810

NAPERVILLE CAMPUS

(selected course offerings)

150 West Warrenville Road
Naperville, Illinois 60566
630-548-9378

O'HARE CAMPUS

(selected course offerings)

3166 River Road
Des Plaines, Illinois 60018
847-296-5348

ROLLING MEADOWS

(selected course offerings)

2550 W. Golf Road
Meadows Corporate Center
East Tower
Rolling Meadows, IL 60008
847-437-9522

Students may take courses at any DePaul campus where courses of interest are offered. All courses are available at the Loop Campus. All courses required to complete the MBA are offered at the three suburban locations. Elective courses needed to satisfy the requirements of some concentrations are offered on a limited basis at the suburban locations. While students may complete the requirements for the Finance, General Business, and Marketing concentrations at the suburban locations, these concentrations may not be available at every suburban location. Also, it may be necessary for students to attend the Loop Campus for specific courses of interest or to satisfy specific requirements for other concentrations. In addition, the sequence of offerings for the concentrations is dependent upon student demand. It may not be possible to register for more than one concentration elective per term at some suburban locations. However, as the University continues to expand the number and variety of courses at the three suburban campuses, most students will be able to take increasing advantage of these locations.

Registration assistance and academic advising is provided through the Loop Campus office of the Kellstadt Graduate School of Business and can be accomplished through in-person or phone appointments depending upon student preference. On-site advising is provided at each suburban campus at least one day each month.

CHARLES H. KELLSTADT GRADUATE SCHOOL OF BUSINESS

GENERAL INFORMATION

DePaul University established the nation's tenth oldest business school in 1912. The Graduate School of Business was established in 1948. The School enjoys an outstanding reputation based on its past accomplishments, strengths, and potential for a bright future.

The task of equipping graduates for roles as innovators and leaders becomes increasingly complex. The demand for analytical and inventive problem solvers has never been greater. The need to rethink the way in which students are educated has never been more acute. Graduates are being asked to provide innovative and flexible responses to dynamic and complex challenges.

Technological change, globalization and diversity will shape the new knowledge, skills, attitudes and values that tomorrow's successful business leaders need. The School has embraced these challenges and is on the threshold of a new era. As the world prepares to cope with the information age and the increasing complexity of advanced technology, the School is uniquely positioned to meet the educational needs of future business leaders. A dedicated faculty and staff provide students with the competitive edge they need as graduates.

The Charles H. Kellstadt Graduate School of Business has developed a close partnership with the business community, its alumni and organizations throughout the world. Such partnerships stimulate the development of a variety of programs. Since business is a dynamic field, it is critical to offer up-to-date curricula that meet the needs of the business community on a worldwide basis. Such close cooperation allows the School to take advantage of its faculty's expertise and facilitates the leverage of various efforts with existing programs. Likewise, the School capitalizes on its Chicago location.

The Charles H. Kellstadt Graduate School of Business is committed to meet and exceed the accreditation standards of AACSB International – The Association to Advance Collegiate Schools of Business.

Arthur Kraft, Ph.D.
Dean and Professor

MISSION OF THE COLLEGE OF COMMERCE

The mission of the College of Commerce is to be a leader in the discovery and development of skills and knowledge as it relates to business and its global role. Our primary objective is to actively serve our students and their employers in Chicago and around the world by making use of the latest technology to provide innovative educational programs. Our faculty members have a responsibility to maintain their academic and professional qualifications, primarily through discipline-based scholarship, but also through contributions to practice and through research in support of teaching. The College focuses its teaching and research on both the current business setting and important future issues, while providing service to both the academic and professional communities.

The College seeks to serve individuals and organizations desiring access to the highest quality business education as a means to achieve a full range of intellectual and professional goals from the perspective of ethical and responsible leadership. The students, staff, and faculty, and other members of the University community strive to provide each other with the knowledge and experience needed to fulfill their intellectual and professional goals. This is a cooperative effort to create a framework for solving business problems within a global society. The College holds high-quality teaching and pedagogical innovation to be just as important as scholarship and research.

PROGRAMS OF STUDY

The Kellstadt Graduate School of Business is committed to providing quality professional programs for both the Day Program and Evening Program student. These programs are designed for and responsive to the needs of men and women seeking to assume, advance or excel in managerial or specialized positions within the private or public sectors of business or the professions. Specifically, these programs lead to the following degrees:

Master of Business Administration (MBA)

Master of Accountancy (M.Acc)

Master of Science in Accountancy (MSA)

Master of Science in E-Business (MSEB)

Master of Science in Finance (MSF)

Master of Science in Human Resources (MSHR)

Master of Science in Marketing Analysis (MSMA)

Master of Science in Real Estate (MSRE)

Master of Science in Taxation (MST)

or to the combined degree:

Master of Business Administration and Juris Doctor (MBA/JD)

or to the joint degrees:

Master of Science in Business Information Technology (MS in BIT)

Master of Science in Computational Finance (MSCF)

ADMISSION

Admission to the Charles H. Kellstadt Graduate School of Business is reserved for those students with the highest academic and professional credentials. Each applicant is considered on an individual basis. Applications are evaluated based upon the review of all prior academic work, professional work experience and career progression, aptitude for business studies as measured by the Graduate Management Admissions Test (GMAT), and an assessment of the applicant's overall readiness to pursue graduate studies. While enrollment in the Day Program and Weekend MBA programs is limited, there is no pre-determined limit to the number of students who can be admitted to the Evening MBA and specialized masters programs. Thus, for the regular evening programs, all students who are judged eligible by the Admissions Committee will be invited to matriculate. Please note that acceptance into one program does not guarantee acceptance into all programs.

THE FOLLOWING COMPONENTS ARE REQUIRED TO COMPLETE AN APPLICATION

COMPLETED APPLICATION FORM AND APPLICATION FEE

The application can be obtained and completed by mail or it can be submitted online. The on-line application can be found under **Admission and Financial Aid** at www.kellstadt.depaul.edu.

An application fee, payable to "DePaul University" by check or money order, is required and must be sent to the graduate school office. The fee for the 2005-2006 academic year is \$60.00, non-refundable. However, this fee is subject to change and the appropriate fee amount can be found on the application.

ESSAY QUESTIONS

Applicants are required to complete a series of essay questions. Please answer each question thoroughly and thoughtfully. The essays help the admissions committee become acquainted with applicants as individuals. Applicants may find it necessary to include additional pages to complete the essay questions. Applicants may also include any other supporting materials that they feel may give the Admissions Committee a broader view of their achievements.

RESUME

Work experience and career progression are important and will be considered by the Admissions Committee. Resumes should be submitted in a professional format and include: contact information, educational background, work experience, and skills.

ACADEMIC RECORDS

Applicants must possess the equivalent of a US bachelor's degree from a regionally accredited institution. Degree seeking applicants must present official transcripts from each junior college, college, and university attended (even if only for one course) including DePaul University, if applicable. If the transcripts were issued in a language other than English they should be accompanied by an official word-for-word translation of all transcript documents.

GRADUATE MANAGEMENT ADMISSION TEST

To be considered for admission as a degree seeking student, applicants must submit their official results from the Graduate Management Admission Test (**GMAT**) taken not more than five years prior to the term of enrollment. Applicants to the MSHR program may substitute the **GRE** for the **GMAT** test. Applicants with an earned terminal degree (normally defined as doctoral level) from a regionally accredited institution of higher education may be exempt from admission testing. Students who wish to transfer from a program that allows the GRE for admission may be required to submit GMAT results for admission.

For additional test information, call 1-800-GMAT.NOW or visit these websites at **Error! Hyperlink reference not valid..** The Institution Code for DePaul University's Kellstadt Graduate School of Business is 1165 for Evening MBA and MS programs and 1174 for the Day MBA Program.

LETTERS OF RECOMMENDATION

Each applicant must submit two professional letters of recommendation, preferably from employers.

INTERVIEW

The Admissions Committee may request an interview with an applicant to further discuss the applicant's academic and professional goals.

APPLICATION DEADLINES

To maximize the opportunity for the widest choice of classes, it is recommended that the completed application, with all credentials, be submitted well in advance of the following deadlines.

FOR EVENING MBA AND ALL MASTER OF SCIENCE PROGRAMS:

Applications for domestic student admission must be submitted by:

- _ July 1st for the Autumn Quarter
- _ October 1st for the Winter Quarter
- _ February 1st for the Spring Quarter
- _ April 1st for the Summer Quarter

Applications for international student admission and applicants educated outside of the United States must be received by:

- _ June 1st for the Autumn Quarter
- _ September 1st for the Winter Quarter
- _ January 1st for the Spring Quarter
- _ March 1st for the Summer Quarter

FOR THE DAY MBA PROGRAM

Admission to the Full-time MBA Program is competitive and is limited to the Fall Quarter. Applications are due by April 1st. Applications received after the deadline are considered on a space available basis.

FOR THE WEEKEND MBA PROGRAM

Admission to the Weekend MBA program is competitive and is limited to the Fall Quarter. Applications are due by July 1st. International students and applicants educated outside of the United States must submit their applications by June 1st. Applications received after the deadline are considered on a space available basis.

SPECIAL INSTRUCTIONS FOR INTERNATIONAL STUDENTS

All applicants educated outside the United States are considered international students upon admission and may have to meet additional application requirements.

All students must meet all of the academic admission requirements and demonstrate proficiency in English. Those whose official native language is not English will be required to submit a recent score (not more than two years old) from the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). The I-20 form used to apply for an F1 visa will be issued only after all admission requirements have been fulfilled and applicants have shown evidence of adequate financial support.

NON-DEGREE SEEKING STATUS

Applicants who possess a master's degree or equivalent, or are currently enrolled and in good standing in a graduate program, may apply for non-degree status and take a limited number of courses. To be admitted with non-degree seeking status students must submit a completed application form and official transcripts showing highest degree earned. An application fee is required.

COURSE EXPIRATION RULE FOR ALL PROGRAMS

All degree requirements must be satisfied within six years commencing with the term of initial enrollment. A course taken more than six years prior to the last term of attendance before the degree date may be reinstated for graduate credit upon approval of the academic program director or the Kellstadt Graduate School of Business.

RESIDENCY REQUIREMENT FOR THE MBA PROGRAMS

For students with relevant previous credit a minimum of nine courses, or 36 quarter hours, must be taken in residence in the Charles H. Kellstadt Graduate School of Business in order to qualify for the MBA degree. To qualify for the minimum residency requirement students must have a sufficient number of waived courses (see Waiver Policy) and appropriate non-duplicate transfer work (see Transfer of Graduate Credit) such that only nine course requirements remain for completion. At least two, and as many as three, remaining courses must be in an area of concentration. The number of concentration courses needed to meet the residency requirement is dependant upon the concentration selected.

RESIDENCY REQUIREMENT FOR THE MASTER OF SCIENCE PROGRAMS

The minimum number of courses taken in residence in the Charles H. Kellstadt Graduate School of Business may not be fewer than 50% of the maximum number of courses required for the degree. Actual residency requirements are determined by the faculty of the department sponsoring the degree and may be set higher than the 50% allowed by the college.

RESIDENCY REQUIREMENT FOR SECOND CONCENTRATIONS OR DEGREES

Students who wish to pursue a second concentration in the MBA, or a second graduate degree in business subsequent to the completion of any graduate degree, are subject to the residency requirement policy. In addition, not fewer than 50% of the requirements for a second degree must be completed as new material not applied to any previous degree or concentration and more than 50% of the requirements of a second concentration must be completed as new material not applied to any previous degree or concentration. Students may not receive two MBA degrees.

STUDENT ATTENDANCE STATUS AND READMISSION

A student previously admitted who has been absent from DePaul for more than one year must submit an application for readmission, a resume, a brief and informal letter to explain the absence and transcripts of any courses taken elsewhere during the absence. If the original application has been destroyed or is otherwise unavailable, the student will be required to resubmit all of the forms and documents needed to complete an original application. Students will be required to complete the degree requirements current at the time of readmission. A non-refundable application fee is required for readmission.

TRANSFER OF GRADUATE CREDIT

A student entering the program with prior graduate-level coursework in business must submit a written request for acceptance of transfer credit. The number of courses actually transferable will be determined by the Charles H. Kellstadt Graduate School of Business. A maximum of six courses may be accepted as transfer credit. The actual number of transfer courses accepted will vary with each student in accordance with the residency requirement policy and the course waiver policy.

The written request for acceptance of transfer credit must contain a course description or syllabus. In addition, a bulletin, course catalog or statement of the school's academic regulations may sometimes be required before a final decision of transferability can be made. In such cases the Kellstadt Graduate School of Business will specifically request the additional material or information required for a decision.

Courses with grades less than C will not be considered for transfer to the Kellstadt Graduate School of Business. Ordinarily a course must carry at least four quarter hours of graduate credit to be acceptable for transfer. No more than two courses are acceptable for transfer in any one field without the written permission of the appropriate program director. Transfer credit is not calculated into the student's cumulative grade point average. Transfer credit is subject to the same six-year expiration policy as courses taken in residence at DePaul.

ADMISSION ASSISTANCE

To help you make a decision regarding this program or to answer questions regarding admission or structure of the program contact us at the following address:

The Charles H. Kellstadt Graduate School of Business
1 E. Jackson Blvd., Suite 7900
Chicago, IL 60604
Phone: 312-362-8810, fax: 312-362-6677, e-mail: kgbinfo@depaul.edu,
or view our website at <http://kellstadt.depaul.edu>

MASTER OF BUSINESS ADMINISTRATION DAY PROGRAM

The Day MBA Program fulfills the business world's demand for MBA graduates with the ability to understand and manage complex business processes. Students who choose this program option will take all of their foundation and core classes in a full-time, lock step format during the first four terms of the program. Upon completion of the prerequisite core courses, students may begin taking their concentration classes at their own pace. Students in the Day MBA Program may choose to specialize in any of the generally available MBA concentrations offered by the Charles H. Kellstadt Graduate School of Business, including International Marketing and Finance.

DAY PROGRAM MBA CURRICULUM

AUTUMN QUARTER

ACC 500	Financial Accounting
GSB 420	Applied Quantitative Analysis
MGT 500	Managing Effective and Ethical Organizational Behavior
MIS 555	Management of Information Technology

WINTER QUARTER

ACC 555	Management Accounting for Decision Making
ECO 555	Economics for Decision Making
MKT 555	Decisions in Marketing Management
MGT 502	Operations Management

SPRING QUARTER

ECO 509	Business Conditions Analysis
FIN 555	Financial Management
MGT 555	Strategic Management of Human Resources
1ST ELECT	Concentration Requirement or other elective

AUTUMN QUARTER

GSB 599	Strategic Analysis for Competing Globally
2ND ELECT	Concentration Requirement or other elective
3RD ELECT	Concentration Requirement or other elective
4TH ELECT	Concentration Requirement or other elective

WINTER QUARTER

5TH ELECT	Concentration Requirement or other elective
6TH ELECT	Concentration Requirement or other elective

Students may elect to attend on a part-time basis in the second year.

CONCENTRATION REQUIREMENTS FOR ALL DAY MBA STUDENTS

Students must choose at least one concentration. It is possible for students to select two concentrations and still graduate without additional required course work. Additional terms with fewer courses in some terms may be required to complete the degree for students with concentration requirements that are offered less than once per year. The concentrations vary in length and may require as few as three courses or as many as six courses for completion, depending upon the concentration. Students may select any generally available concentration offered by the Kellstadt Graduate School of Business. The presently available concentrations are listed below, and these are subject to change. A student's concentration requirements are not set until the student declares his or her concentration, which can be done either at the time of application or later in the college office of the Charles H. Kellstadt Graduate School of Business located in DePaul Center 7900.

Concentration courses, including courses to be applied as concentration electives, with grades lower than C- do not count for credit toward the degree and all such courses must be repeated. Electives in the same department or area as the concentration(s) with grades less than C- do not satisfy degree requirements and are not applicable to the degree.

INTERNATIONAL MARKETING AND FINANCE (DAY MBA PROGRAM ONLY)

The focus of this concentration is the integration of intensive cross-cultural training in marketing and financial decision-making with a pragmatic international business orientation. The current schedule for the International Marketing and Finance concentration is as follows:

SUMMER QUARTER

IB 798 International Practicum

AUTUMN QUARTER

FIN 523 Investment Analysis

MKT 525 Marketing Research

MKT 535 Marketing Strategies and Planning

WINTER QUARTER

IB 530 International Finance

IB 780 Problems and Practice IV: Strategic Issues and Industry Practices

LANGUAGE REQUIREMENTS

Each student participating in the International Marketing & Finance program must demonstrate competence in at least one language other than English prior to graduation. This competence will be demonstrated through examination approved by the college or successful completion of one year of undergraduate course work.

OTHER CONCENTRATIONS AVAILABLE TO DAY MBA STUDENTS

Second year students choosing one of the following concentrations should meet with an academic advisor. Second year students may begin taking classes to satisfy concentration requirements. Day students may choose from the following evening program concentration areas:

Applied Economics	International Business
Behavioral Finance	International Marketing and Finance
Brand Management	Leadership/Change Management
Customer Relationship Management	Management Accounting
E-Business	Management Information Systems
Entrepreneurship	Marketing Management
Finance	Marketing Research and Analysis
Financial Analysis	Marketing Strategy and Planning
Financial Management & Control	New Product Management
General Business	Operations Management
Health Sector Management	Real Estate Finance & Investment
Human Resource Management	Sales Leadership
Integrated Marketing Communications	Strategy, Execution & Valuation

COURSE EXPIRATION RULE

All degree requirements must be satisfied within six years commencing with the term of initial enrollment. A course taken more than six years prior to the last term of attendance before the degree date may be reinstated for graduate credit upon approval of the appropriate academic director or the Kellstadt Graduate School of Business.

ADMISSION

To help you make a decision regarding this program or to answer questions regarding admission or structure of the program, please contact:

Christopher Kinsella,
Director of Admissions
Kellstadt Graduate School of Business
1 E. Jackson Blvd. Suite 7900
Chicago, IL 60604
kgsbinfo@depaul.edu

312-362-8810
fax: 312-362-6677
<http://kellstadt.depaul.edu/fulltime>

MASTER OF BUSINESS ADMINISTRATION IN MANAGERIAL FINANCE WEEKEND PROGRAM

The Weekend MBA in Managerial Finance is a rigorous, yet rewarding program designed for the self-directed manager with an interest in using technology to supplement traditional MBA course work. The curriculum provides knowledge in each of the major business functions along with specialized courses in Management and Finance. Each course is taught as a blend of traditional lecture and distance learning formats. **Classes meet on alternate Saturdays at the Rolling Meadows Campus.** Students will work via distance learning in the weeks between class meetings. Admitted students will proceed through the program as a cohort group. Admission to the program is for fall quarter only.

WEEKEND PROGRAM CURRICULUM

The following is a sample course schedule that includes all of the required courses for the degree. These courses are not necessarily displayed in the order that they will be taken since schedules are determined by faculty availability and how selected electives best fit in the program.

SAMPLE COURSE SCHEDULE

Fall Quarter

ACC 500 Financial Accounting
GSB 420 Applied Quantitative Analysis

December Quarter

MIS 555 Management of Information
Technology

Winter Quarter

ECO 509 Business Conditions Analysis
MGT 500 Managing Effective and Ethical
Organizational Behavior

Spring Quarter

ACC 555 Management Accounting for
Decision Making
MGT 502 Operations Management

Summer Quarter

ECO 555 Economics for Decision Making
MGT 555 Strategic Management of Human
Resources

Fall Quarter

FIN 555 Financial Management
MKT 555 Decisions in Marketing Management

December Quarter

GSB 599 Strategic Analysis for Competing
Globally

Winter Quarter

FIN 523 Investment Analysis
MGT 563 Negotiation Skills

Spring Quarter

FIN 562 Risk Management
MGT 570 Entrepreneurship & New Venture
Management

Summer Quarter

ELECTIVE Required for Program Completion
ELECTIVE Required for Program Completion

ADMISSION

To help you make a decision regarding this program or to answer questions regarding admission or structure of the program, please contact:

Felicia Richardson-McGee
Director of Student Services
E-mail: frichard@depaul.edu
voice: 312-362-8810 fax: 312-362-6677

MASTER OF BUSINESS ADMINISTRATION EVENING PROGRAM

EVENING MBA PROGRAM CURRICULUM

All candidates for the degree Master of Business Administration must satisfy the following requirements:

QUANTITATIVE METHODS

GSB 420 Applied Quantitative Analysis

BUSINESS FOUNDATION COURSES

ACC 500 Financial Accounting

ECO 509 Business Conditions Analysis

MGT 500 Managing Effective and Ethical Organizational Behavior

MGT 502 Operations Management

MANAGERIAL DECISION AREAS

ACC 555 Management Accounting for Decision Making

ECO 555 Economics for Decision Making

FIN 555 Financial Management

MGT 555 Strategic Management of Human Resources

MIS 555 Management of Information Technology

MKT 555 Decisions in Marketing Management

CAPSTONE

GSB 599 Strategic Analysis for Competing Globally

CONCENTRATION COURSES

Students must choose at least one area of concentration. Concentrations are between three and four courses in length depending upon the subject area.

ELECTIVE COURSES

Students must complete electives in addition to the area of concentration such that the combination of the concentration courses and the elective courses taken together is not fewer than six total courses.

MBA PROGRAM DEGREE REQUIREMENTS

1. Satisfactory completion of a minimum of 48 quarter hours applicable to the degree. Additional prerequisite courses may be required to prepare students for certain programs or course selections. Such prerequisites are not counted toward the minimum number of required courses.
2. Satisfactory completion of the applied quantitative analysis requirement; business foundation requirement; managerial decision requirement and the capstone course requirement. This may be accomplished with course work in the Kellstadt Graduate School of Business or with previous academic course work, except in the case of the MGT 500 and capstone courses.
3. Satisfactory completion of at least one concentration in accordance with the requirements of the selected concentration. Students will receive credit for a concentration course in which they receive a C- or better. **Any grade lower than C- in a concentration course does not count as credit toward the degree and the student must repeat the course or an approved substitute to receive credit.** In addition, students must receive a C- or better in all courses within the same subject or discipline of any declared concentration(s).
4. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

CONCENTRATION REQUIREMENTS FOR ALL PART-TIME STUDENTS

The concentrations available to evening MBA students are listed below, but these are subject to change. A student's choice of concentration is limited only by the concentration's prerequisites and its availability at the time the student wishes to declare. A student's concentration requirements are not set until the student formally declares his or her concentration as part of the application or after admission in the Graduate School of Business college office located in DePaul Center 7900.

AREAS OF CONCENTRATION AVAILABLE IN THE EVENING MBA PROGRAM

Applied Economics	International Business
Behavioral Finance	International Marketing and Finance
Brand Management	Leadership/Change Management
Customer Relationship Management	Management Accounting
E-Business	Management Information Systems
Entrepreneurship	Marketing Management
Finance	Marketing Research and Analysis
Financial Analysis	Marketing Strategy and Planning
Financial Management & Control	New Product Management
General Business	Operations Management
Health Sector Management	Real Estate Finance & Investment
Human Resource Management	Sales Leadership
Integrated Marketing Communications	Strategy, Execution & Valuation

GENERAL BUSINESS

Students who would like more flexibility in selecting courses may choose the General Business concentration. Students will select four electives from any of several areas of study within the Kellstadt Graduate School of Business. The selected courses must be eligible for credit in a graduate business program, carry at least four quarter hours of credit each and cannot be one of the twelve required core courses. A student may receive no less than a minimum grade of C- for each course in the concentration and the overall grade point average for the four electives selected for the concentration must be at least 2.0, collectively. Additional course work will be required until all concentration requirements are met.

DOUBLE CONCENTRATION

Students may choose a second concentration as part of their MBA program. More than 50% of the second concentration must be new course work not used to satisfy other requirements. In cases where there are courses that might count in more than one selected concentration only one course for the first concentration may count for the second concentration. All requirements for the second concentration must be met prior to graduation.

WAIVER AND SUBSTITUTION POLICY

MGT 500 and GSB 599 are required of all students and may not be waived or substituted. Business Foundation and Managerial Decision Area courses may be waived (excused without additional course work required) if the student has completed equivalent course work at the undergraduate level with a grade of C or better. Substitution decisions (i.e., permission to take an advanced course in place of a required course) are made by the appropriate department chair or faculty program director and only in unusual circumstances. The interpretation and evaluation of the student's previous course work for course waiver decisions is the prerogative of the Charles H. Kellstadt Graduate School of Business, which will make the final determination of the quality and pertinence of such work.

RESIDENCY REQUIREMENT

For students with relevant previous credit a minimum of nine courses, or 36 quarter hours, must be taken in residence in the Charles H. Kellstadt Graduate School of Business in order to qualify for the MBA degree. To qualify for the minimum residency requirement students must have a sufficient number of waived courses (see THE GENERAL GUIDELINES FOR COURSE WAIVER DECISIONS) and appropriate non-duplicate transfer work (see TRANSFER OF GRADUATE CREDIT) such that only nine course requirements remain for completion. At least two, and as many as three, remaining courses must be in an area of concentration. The number of concentration courses needed to meet the residency requirement is dependant upon the concentration selected.

THE GENERAL GUIDELINES FOR COURSE WAIVER DECISIONS

WAIVER OF BUSINESS FOUNDATION COURSES

- ACC 500** May not be required if the student has completed at least two courses in Principles of Accounting at a four-year college or university.
- ECO 509** May not be required if the student has completed at least one course in Intermediate Macroeconomics at a four-year college or university.
- MGT 502** May not be required if the student has completed at least one course in Production or Operations Management at a four-year college or university accredited by AACSB-International.

WAIVER OF MANAGERIAL DECISION AREAS

Managerial Decision Area courses are those with course number 555. Managerial Decision Area courses may be waived for students with a major in the relevant subject area, a minor in the relevant subject area or at the discretion of the appropriate department chair if extensive course work was completed in the relevant subject area but a major or minor was not posted or recognized on the undergraduate transcript.

TRANSFER OF GRADUATE CREDIT

A student entering the program with prior graduate-level coursework in business must submit a written request for acceptance of transfer credit. The number of courses actually transferable will be determined by the Charles H. Kellstadt Graduate School of Business. A maximum of six courses may be accepted as transfer credit. The actual number of transfer courses accepted will vary with each student in accordance with the residency requirement policy and the course waiver policy.

The written request for acceptance of transfer credit must contain a course description or syllabus. In addition, a bulletin, course catalog or statement of the school's academic regulations may sometimes be required before a final decision of transferability can be made. In such cases the Kellstadt Graduate School of Business will specifically request the additional material or information required for a decision.

Courses with grades less than C will not be considered for transfer to the Kellstadt Graduate School of Business. Ordinarily a course must carry at least four quarter hours of graduate credit to be acceptable for transfer. No more than two courses are acceptable for transfer in any one field without the written permission of the appropriate program director. Transfer credit is not calculated into the student's cumulative grade point average. Transfer credit is subject to the same six-year limit for validity as courses taken in residence at DePaul.

ADMISSION ASSISTANCE

To help you make a decision regarding this program or to answer questions regarding admission or structure of the program contact us at the following address:

The Charles H. Kellstadt Graduate School of Business
1 E. Jackson Blvd., Suite 7900
Chicago, IL 60604
Phone: 312-362-8810, fax: 312-362-6677, e-mail: kgsbinfo@depaul.edu,
or view our website at <http://kellstadt.depaul.edu>

MASTER OF ACCOUNTANCY

Objectives of the **M.Acc** are to provide an understanding of the major technical, conceptual, and research issues in accounting through advanced study in the field of accounting and related disciplines; an understanding of the ethical and legal considerations of the accounting profession and of the professional judgment and independent attitude necessary to deal objectively with these considerations; and a broad education in the graduate business disciplines in order to provide the communication and management skills necessary to succeed in a highly competitive environment. The M.Acc. is scheduled primarily at the Loop Campus in the evening. The program administrator is Dr. John Ahern, (312) 362-6624.

PROGRAM DEGREE REQUIREMENTS

DEGREE PREREQUISITE

Students must have an undergraduate degree in business with a major in accounting.

ACCOUNTANCY COURSES (6 REQUIRED COURSES)

ACC 610	Accounting Information Systems
ACC 620	Advanced Auditing Theory
ACC 640	Accounting Theory and Policy Formulation (5 qhrs)
ACC 545	Advanced Topics in Accounting Theory (if not taken as undergraduate)
ACC 548	Tax Treatment of Individuals and Property Transactions
ACC 551	Tax Treatment of Corporations and Partnerships (depending upon undergraduate preparation)

AREA OF EMPHASIS AND ELECTIVES AS APPROVED BY THE M.ACC. PROGRAM ADMINISTRATOR

Fields of possible emphasis include: 1. Taxation, 2. Managerial Accounting, 3. Financial Management and Control, 4. Finance, 5. International Business, 6. Management Information Systems, 7. E-Business, 8. another field as approved. An emphasis will consist of five courses.

M.ACC. DEGREE REQUIREMENTS

1. A minimum of 45 graduate quarter hours are required for the M.Acc. degree.
2. The minimum course requirements for the M.Acc. degree are completion of 11 classes, including the six required courses plus five courses from an area of emphasis or other electives as approved by the program administrator.
3. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

MASTER OF SCIENCE IN ACCOUNTANCY

The **M.S.A.** degree provides a formal integrated sequence of courses at the graduate level which emphasize intensive study of the topics relevant to the work of a professional accountant, including the competence required for successful preparation for the CPA Examination. This program is designed for students without a degree in accounting. Classes are scheduled primarily at the Loop Campus. Completion of the management core requirements exposes the student to other business disciplines and their relationship to accounting issues. The program administrator is Dr. Kevin Stevens, (312) 362-6989.

PROGRAM DEGREE REQUIREMENTS

DEGREE PREREQUISITE

Students must have an adequate background in financial accounting. Those who do not must take ACC 500.

MANAGEMENT CORE

ECO 501	Concepts of Micro and Macro Economics
FIN 555	Financial Management
GSB 420	Applied Quantitative Analysis
ACC 610	Accounting Information Systems

REQUIRED COURSES

Students who have prior course work which duplicates a required accountancy course must substitute an approved graduate accountancy or MIS elective.

ACC 541	Financial Accounting Theory and Practice I
ACC 542	Cost and Managerial Accounting I
ACC 543	Financial Accounting Theory and Practice II
ACC 545	Advanced Topics in Accounting Theory
ACC 547	Audit and Regulation of Corporate Financial Reporting
ACC 548	Tax Treatment of Individuals and Property Transactions
ACC 550	Advanced Topics in Auditing
ACC 551	Tax Treatment of Corporations and Partnerships
ACC 552	Legal and Ethical Environment of Accounting Practice
ACC 640	Accounting Theory and Policy Formulation (5 qhrs)
ACC Elective	One Accountancy Elective

M.S.A. DEGREE REQUIREMENTS

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the management core.
3. Satisfactory completion of the ten required accountancy courses as outlined above.
4. Satisfactory completion of one accountancy elective approved by the program director.
5. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

MASTER OF SCIENCE IN BUSINESS INFORMATION TECHNOLOGY

This degree program is offered jointly by the Kellstadt Graduate School of Business (KGSB) and the School of Computer Science, Telecommunications and Information Systems (CTI). It focuses on the development, use, and management of information technology in organizations and provides a balanced coverage of information technologies (IT) and their management. The program is open to all applicants who satisfy the general admission requirements of the KGSB or the Graduate Division of CTI. Graduates from this program have an understanding of the core principles of both business and technology in corporations, health care institutions, and government agencies and are able to work as the liaison between the Information Technology department and the functional business units. Acquiring a basic level of expertise, graduates will also be able to build, implement and support these systems. The director of this program is Dr. Sasha Dekleva (312) 362-6022.

PROGRAM DEGREE REQUIREMENTS

ADMISSION PROCEDURES AND REQUIREMENTS

Successful applicants will have knowledge of statistics (including correlation and regression) and fundamental computer skills (word processing, spreadsheets, presentation software, and programming in HTML and JavaScript). Students who do not have the necessary undergraduate preparation must obtain it before being officially admitted into the graduate program. These skills may be obtained by taking undergraduate courses at DePaul.

New students may apply to either the business school or to the School of CTI. Applicants to all graduate programs at DePaul University must possess the equivalent of a four-year bachelor's degree from an accredited institution.

Applicants must submit transcripts of all their undergraduate work so that the admissions committee can determine their undergraduate GPAs and course rigor. Although it is not required, the admissions committee will also consider professional work experience.

Students who choose to apply to the business school must submit their scores on the Graduate Management Admissions Test (GMAT). Upon completion of all requirements, these students will receive their M.S. degree from the Kellstadt Graduate School of Business.

Students who choose to apply to the School of CTI do not have to submit GMAT scores. Upon completion of all requirements, these students will receive their M.S. degree from the School of CTI. Such students can not transfer from CTI to KGSB unless they satisfy all of the KGSB admission requirements.

Tuition will be based on the courses a student takes, not on the school in which the student enrolls. That is, students will pay the business school's tuition for each business school course, and they will pay CTI's for each CTI course.

DEGREE REQUIREMENTS

Students must complete 13 graduate courses. These include: five required courses from the Kellstadt Graduate School of Business; five required courses from the School of CTI; three electives, with one chosen from the business school, one chosen from the School of CTI, and one chosen from either the business school or from CTI.

All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

COURSES REQUIRED FOR THE DEGREE

Five required courses from the Kellstadt Graduate School of Business:

ACC 500	Financial Accounting
MGT 502	Operations Management
MIS 555	Management of Information Technology
MIS 674	Systems Analysis and Design
MKT 555	Decisions in Marketing Management

Five required courses from the School of CTI

CSC 451	Database Design
IS 572	Information Security Management
IT 430	Building Internet Applications.
SE 477	Software and Systems Project Management
TDC 425	Voice/Data Network Fundamentals

Three electives, with one chosen from the business school, one chosen from the School of CTI, and one chosen from either the business school or from CTI

Business school courses available for use as electives:

- MIS 680 Electronic Business
- MIS 681 E-Business Strategies
- MIS 683 Information Technology Strategy and Architecture
- MIS 689 Knowledge Management
- MIS 798 Special Topics
- MIS 799 Independent Study

CTI courses available for use as electives:

- CSC 599 Topics in Computer Science
- ECT 596 Topics in E-Commerce Technology
- HCI 440 Introduction to Human/Computer Interaction
- IS 450 Enterprise System Implementation
- IS 511 Social Issues of Computing
- IS 512 Groupware and Virtual Collaboration
- IS 540 Global Information Technology
- IS 574 Decision Support Systems and Intelligent Systems
- IS 578 Information Technology Consulting
- IS 596 Topics in Information Systems
- SE 427 Software Quality Management
- TDC 463 Computer Networks and Data Systems

MASTER OF SCIENCE IN COMPUTATIONAL FINANCE

The Master of Science in Computational Finance is a joint degree offered by the Kellstadt Graduate School of Business and the School of Computer Science, Telecommunications and Information Systems of DePaul University.

The objective of this program is to offer students the opportunity to acquire both the theoretical understanding and the ability to practically implement mathematical financial models. The program aims to produce graduates with the required qualifications to become “quantitative financial analysts”. Students, with a proper choice of courses, can leave the program with a firm grasp of the material that is the basis for the Chartered Financial Analyst exams.

The Computational Finance graduate will be able to apply quantitative tools to solve complex problems in the areas of portfolio management, risk management, and financial engineering.

PROGRAM DEGREE REQUIREMENTS

Prerequisites Phase

The GMAT test is required for admission for students admitted via the College of Commerce. Students admitted via the School of Computer Science, Telecommunications and Information Systems may submit either GMAT or GRE test results. The TOEFL test is required for international students.

In the prerequisite phase students must complete a three course calculus sequence covering infinitesimal calculus, derivatives, integrals, Taylor series and simple differential equations. Appropriate course sequences offered by DePaul include: MAT150, 151,152 or MAT160, 161,162 or MAT170, 171,172.

Students must also complete the following two C++ courses or their equivalents:

CSC 309: Object Oriented Programming in C++ (or CSC261 and CSC263);

CSC 393: Data structures in C++ (prerequisites: CSC309 or CSC263)

College of Commerce Requirements (7 courses)

ACC500	Financial Accounting
ECO555	Economics for Decision Making
FIN555	Financial Management (prerequisites: ACC500 and ECO555)
FIN 528	Interest Rate Instruments & Valuation (prerequisite FIN 527)
FIN523	Investment Analysis (prerequisites: FIN555)
FIN527	Options (prerequisites: FIN523)
FIN525	Portfolio Management (prerequisites: FIN523 and FIN555)

School of CTI Requirements (7 courses)

CSC 423	Data Analysis and Regression
CSC 425	Time series Analysis and Forecasting
CSC 485	Numerical Analysis (prerequisite: CSC393)
CSC 521	Monte Carlo Simulations (prerequisites: CSC309)
CTI Elect	One elective chosen from any 500-level course in the School of CTI
& ONE OF	
CSC 696	Master's Project
CSC 697	Graduate Internship

M.S.C.F. DEGREE REQUIREMENTS

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the 13 required courses.
3. Satisfactory completion of 2 CTI elective courses.
4. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

MASTER OF SCIENCE IN E-BUSINESS

The Kellstadt Graduate School of Business at DePaul University introduced a new Master of Science program in Electronic Business in Fall quarter 2001. KGSB has a long tradition of offering courses in the area of electronic business. The first such course was offered in the Summer term of 1996. The focus of this program is to investigate electronic business from the business rather than the technological perspective. The program consists of six required business courses and a two day practicum, two required e-business courses, and four elective e-business courses. The two required e-business courses are briefly described below. The possible elective e-business courses are listed by the course title and number; more information about these courses is available at www.kellstadt.depaul.edu. The administrator for this program is Dr. Sasha Dekleva (312) 362-6022.

PROGRAM DEGREE REQUIREMENTS

REQUIRED BUSINESS COURSES

ACC 500	Financial Accounting
MIS 555	Management of Information Technology
MGT 500	Behavior in Organizations
ECO 509	Business Conditions Analysis
MKT 555	Decisions in Marketing Management
MIS 677	Information Systems Project Management

REQUIRED E-BUSINESS COURSES

MIS 680	Electronic Business
MIS 681	E-Business Strategies

ELECTIVE E-BUSINESS COURSES

MIS 663	E-Business Seminar
MIS 686	Telecommunications Management
MIS 682	E-Business Interface Design <i>or</i>
ECT 670	Fundamentals of Web Development
ECT 441	Usability Issues for E-Commerce Technology
ECT 580	Advanced Web Information Systems
BLW 798	Cyber Law <i>or</i>
ECT 585	Legal Aspects for E-Commerce
MKT 595	Internet Marketing
IS 450	Technological Organizational Transformation
IS 512	Groupware and Virtual Collaboration
IS 540	Global Information Technology
IS 578	Information Technology Consulting
MGT 535	Change Management
MGT 590	Management of Innovation and Technological Change
MGT 798	E-Business, Private Equity, and Entrepreneurs
MGT 798	Special Topics
NOTE: 798	Special Topics course may be taken when it pertains to E-Business

All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

MASTER OF SCIENCE IN FINANCE

The Master of Science in Finance is designed to prepare students to deal with the increasingly complex financial markets. Students, with a proper choice of courses, can leave the program with a firm grasp of the material that is the basis for the Chartered Financial Analyst exams.

This program offers a specialization in the field of finance including the financial analysis and design of complex securities, management of corporate risk and valuation, and arbitrage and investment strategies.

PROGRAM DEGREE REQUIREMENTS

DEGREE PREREQUISITES

Calculus and statistics are prerequisites to the program. Each candidate must have the equivalent of one year of business math which includes differential and integral calculus and an understanding of basic probability, statistics through regression.

FUNCTIONAL DISCIPLINES

Each candidate must be competent in financial accounting, microeconomics, and macroeconomics prior to beginning the core courses. Courses in these areas will not be required if a student has had the equivalent undergraduate course work. Candidates who have not had such course work will be required to take courses in these functional areas.

REQUIRED COURSES

ECO	555 Economics for Decision Making
FIN	617 Quantitative Methods in Finance
FIN	555 Financial Management
FIN	523 Investment Analysis
FIN	524 Financial Statement Analysis
FIN	562 Derivatives and Risk Management
FIN	553 Special Topics in Corporate Finance

ELECTIVE COURSES

Each candidate must take five elective courses. Of these five, two electives must be taken in Finance and three may be selected from Finance or from other advanced, non-finance courses from within the Kellstadt Graduate School of Business. Courses may be taken outside of the graduate school of business for credit in the program with the prior approval of the program director or department chair. These courses must be selected from among the courses approved for credit in a concentration or program offered by the college.

M.S.F. DEGREE REQUIREMENTS

1. Satisfactory completion of the college residency requirement.
2. Satisfactory completion of the seven required courses.
3. Satisfactory completion of five elective courses.
4. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

MASTER OF SCIENCE IN HUMAN RESOURCES

The Master of Science program in Human Resources is designed to enable students to enter or advance in their human resource (or related) fields. Although formally housed in the Kellstadt Graduate School of Business, the program is interdisciplinary in nature and allows the flexibility to facilitate career changes into human resources from other functional areas of both the public and private sectors.

The program consists of a total of 12 courses (4 credit hours each) plus a non-credit presentation practicum. Students must take five required courses in core HR areas (Behavior in Organizations, Strategic Management of Human Resources, Staffing, Compensation, and Employee Development). In addition, students will take three electives chosen from general business areas (MBA and/or MPS courses) and four HR-related electives (courses from Psychology, Management, Public Services, Economics, and Law).

PROGRAM DEGREE REQUIREMENTS

ADMISSION REQUIREMENTS

Admission to the program requires a Bachelor's degree from a regionally accredited school and an acceptable score on either the GMAT or GRE exam. Letters of recommendation, while not required, will enhance an application. Before being admitted to the program, a personal interview may be requested by a Faculty Advisor to ensure that a student will be pursuing courses appropriate to his or her career interests. Students also must possess a basic knowledge of statistics and be computer literate before entering the program. (If a student wishes to take Economics or Finance courses, he or she will also be expected to understand calculus.)

PROGRAM

Students must complete 12 courses (4 quarter hours each) for a total of 48 quarter hours. A minimum of six courses (24 quarter hours) must be taken in The Kellstadt Graduate School of Business. The program is divided into the three segments below to ensure the flexibility needed by students to meet their career interests.

CORE HUMAN RESOURCE REQUIREMENTS

(Substitute an HR-elective if an equivalent course was taken elsewhere)

MGT 500	Behavior in Organizations
MGT 555	Strategic Management of Human Resources
MGT 523	Recruitment and Selection or PSY 442 Personnel Psychology
MGT 525	Training and Career Development or PSY 445 Advanced Training and Development
MGT 526	Compensation

HUMAN RESOURCE ELECTIVES

(Choose **four** courses from the following list)

ECO 518	Labor Economics & Labor Relations (cross-listed as MGT 518)
ECO 510	Econometric Methods for Business Analysis
LAW 202	Employment Discrimination
LAW 417	Labor Law
MGT 530	Leadership, or MPS 521 Leadership & Management, or PSY 441 Psychology of Leadership
MGT 535	Change Management
MGT 560	Labor Relations Law and Governmental Policy
MGT 561	Labor-Management Relations: Law & Practice
MGT 562	Resolving Conflict in Organizations
MGT 563	Negotiation Skills
MGT 565	Employment Law
MGT 798	Special Topics: Life and Career Planning

MGT 798	Special Topics: Managing Culture for Competitive Advantage
MPS 504	Ethics in Administration (2 credit hours)
MPS 508	Writing in the Professions
PSY 440	Psychology of Work and Motivation
PSY 444	Performance Appraisal
PSY 447	Organizational Consultation
PSY 448	Concepts, Methods, and Ethics for I/O Psychology
PSY 520	Principles of Human Diversity
PSY 559	Seminar in I/O Psychology: Stress and Health in Organizations
PSY 610	Graduate Statistics
PSY 680	Industrial and Organizational Psychology

EXPERIENTIAL Internship, Independent Study, or Practicum—choose from (MGT 793, MGT 799, MPS 601, or PSY 586).

BUSINESS ELECTIVES

(Choose **three** courses from the following list; if an equivalent course was taken elsewhere students can either (a) substitute an HR elective or (b) substitute a different business elective):

ACC 500	Financial Accounting
BLW 500	Legal and Ethical Environment
ECO 500	Money and Financial Systems
ECO 509	Business Conditions Analysis
ECO 555	Economics for Decision Making
FIN 555	Financial Management
IB 500	Global Economy
MGT 502	Operations Management
MIS 555	Management of Information Technology or MPS 516 Management of Information Technology
MKT 555	Decisions in Marketing Management
MPS 500	Introduction to Public Service Management
MPS 515	Financial Administration
MPS 529	Strategic Planning

M.S.H.R. DEGREE REQUIREMENTS

1. Completion of 12 courses: 48 quarter hours.
2. Completion of five HR core courses: 20 quarter hours.
3. Completion of four HR-related electives: 16 quarter hours.
4. Completion of three Business electives: 12 quarter hours
5. A minimum of six courses (24 quarter hours) must be taken in the Kellstadt Graduate School of Business
6. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

MASTER OF SCIENCE IN MARKETING ANALYSIS

The DePaul program leading to a Master of Science in Marketing Analysis offers a unique combination of marketing, statistics and information system courses. Graduates will acquire a sound foundation in marketing strategy and tactics, knowledge of computer software, statistical training, and skill in analyzing, interpreting, and drawing insights and conclusions from data. The M.S. in Marketing Analysis program brings emerging technology and marketing concepts and applications together to meet the needs of the Marketing Professional preparing for the new economy.

PROGRAM DEGREE REQUIREMENTS

ADMISSION REQUIREMENTS

Admission to the program requires a Bachelor's degree from a regionally accredited school and an acceptable score on the Graduate Management Admissions Test (GMAT) taken within the last five years. Before being admitted to the program, a personal interview may be requested by a Faculty Advisor.

COMPETENCIES

Students should have sufficient knowledge in calculus, statistics, programming, and mathematical sciences to enter the program. If students need to acquire some of these skills, one or more of the following courses will be recommended:

BMS 125-Business Calculus I

BMS 142-Business Statistics

CSC 211-Programming in Java I

MAT 140-Discrete Mathematics I

PROGRAM

CORE

Core Courses are all required courses for the M.S. in Marketing Analysis degree program. If a core course has been previously taken a Faculty Advisor may assign an elective or substitute course.

MKT 555	Decisions in Marketing Management
MKT 525	Market Research I
MKT 526	Market Research II
MKT 534	Analytical Tools for Marketers
MKT 535	Marketing Strategies and Planning
MKT 545	Consumer Behavior
ECO 509	Business Conditions Analysis
ECO 510	Econometric Methods for Business Analysis
CSC 449	Database Technologies
CSC 451	Database Design
MIS 555	Management of Information Technology
MGT 500	Behavior in Organizations

ELECTIVES

Three elective courses are required. One from each area of concentration: Marketing, Management Information Systems, and Economics.

Elective in Marketing

MKT 529	Precision Marketing with Geodemographic Data
MKT 530	Database Marketing
MKT 595	Internet Marketing

Elective in Management Information Systems

MIS 673 Data Management
MIS 689 Knowledge Management

Elective in Statistics

ECO 511 Business and Economic Forecasting
ECO 512 Applied Time Series and Forecasting
ECO 576 Econometric Methods
ECO 798 Special Topics (Must be a statistical orientation course.)

M.S. IN MARKETING ANALYSIS DEGREE REQUIREMENTS

1. Completion of the twelve core course requirements: 48 quarter hours.
2. Completion of three elective courses, one from each area of concentration: 12 quarter hours.
3. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree.

MASTER OF SCIENCE IN REAL ESTATE

The Master of Science in Real Estate degree will formalize a student's interest and multi-dimensional depth of knowledge in real estate. The program will provide specialized courses in real estate development, appraisal, analysis, investments, planning and public policy and will incorporate community service, communication and interactive leadership.

Students who complete the program will possess:

- 1) Financial and quantitative decision-making skills;
- 2) Critical thinking, evaluation and analysis skills;
- 3) Oral and written communication skills;
- 4) Technology and geographical information system skills.

Additionally, students will possess an understanding of the historical development of real estate markets and their impact on future risk and valuation, not only in the Chicago area, but nationwide and globally.

REQUIRED COURSES

GSB 420	Applied Quantitative Analysis
FIN 555	Financial Management
FIN 530	Real Estate Investment & Finance
FIN 531	Real Estate Finance
FIN 533	Real Estate Market Analysis and Valuation
FIN 535	Real Estate Investment
BLW 798	Legal Issues in Real Estate

ELECTIVE COURSES (select 5)

BLW 500	Legal and Ethical Environment
ECO 550	Urban and Regional Economics
FIN 596	Seminar in Real Estate
FIN 798	Special Topics in Finance
LAW 459	Real Estate Finance/Commercial Development
LAW 487	Housing/Urban Development Law
SOC 420	Urban Sociology
SOC 424	Sociology of Housing
MKT 529	Market Analysis
MPS 573/SOC 422	Urban and Community Analysis

M.S.R.E. DEGREE REQUIREMENTS

5. Satisfactory completion of the college residency requirement.
6. Satisfactory completion of the seven required courses.
7. Satisfactory completion of five elective courses.
8. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written approval of the director of the program or the Kellstadt Graduate School of Business.

MASTER OF SCIENCE IN TAXATION

The MST program provides an integrated program of study that serves to build in its students the foundation for exceptional performance and leadership in the field of taxation. Students admitted to the program are presumed to aspire to attain the highest levels of responsibility in their firms, businesses, and organizations by adding value through technical competencies, analytical skills, communications and interpretive skills, and leadership to their clients or organizations. The MST is scheduled primarily at the Loop Campus. The program administrator is Dr. Edward Foth, (312) 362-6900.

PROGRAM REQUIREMENTS

DEGREE PREREQUISITE

Students must have an adequate background in financial accounting and tax treatment of individuals, corporations, partnerships and property transactions. Those who do not must take ACC 500, ACC 548 and ACC 551. These courses are in addition to the MST minimum requirements. Certified Public Accountants may submit proof of certification instead of GMAT test results for admission.

REQUIRED TAXATION COURSES (5 COURSES)

ACC 558	Tax Research
ACC 560	Taxation of Corporations and Shareholders
ACC 565	Tax Accounting, Periods and Methods
ACC 566	Federal Income Tax Procedures
ACC 598	Seminar in Current Problems in Taxation

ELECTIVE TAXATION COURSES (MINIMUM OF 3 COURSES)

ACC 559	Topics in Individual and Corporate Taxation
ACC 561	Corporate Reorganizations
ACC 562	Consolidated Returns
ACC 563	Partnerships
ACC 564	Transactions in Property
ACC 567	International Aspects of U.S. Taxation
ACC 568	Taxation of Closely Held Corporations
ACC 569	Concepts of Deferred Compensation
ACC 570	State and Local Income and Franchise Taxation
ACC 571	Estate and Gift Taxation
ACC 572	Concepts of State Property and Transaction Taxation
ACC 573	Income Taxation of Estates, Trusts and Decedents
ACC 574	Estate Planning
ACC 576	Valuation Practices
ACC 577	Taxation of Financial Products and Market Participants
ACC 581	Taxation of Real Estate
ACC 582	Advanced Concepts in International Taxation
ACC 591	Tax Exempt Organizations
ACC 798	Tax Policy (one credit hour)

ELECTIVE COURSES (MINIMUM OF 4 COURSES OR 13 CREDIT HOURS)

M.S.T. DEGREE REQUIREMENTS

1. A minimum of 45 graduate quarter hours are required for the M.S.T. degree.
2. A minimum of eight 4 qhr taxation courses must be taken to satisfy the taxation degree requirement.
3. Of the remaining 13 hours, students may take the 1 hour elective in Tax Policy and the three remaining electives can be Tax or non-Tax electives.
4. All courses for credit toward the degree must be completed within six calendar years after the candidate's first term of enrollment in the Kellstadt Graduate School of Business. After a lapse of six years a course is expired. An expired course is not acceptable for the purpose of satisfaction of degree requirements and is not applicable to the degree without the written permission of the program director or the Kellstadt Graduate School of Business.

COMBINED GRADUATE BUSINESS & LAW PROGRAM

DePaul University offers to qualified students the option of combining the Juris Doctor program in the College of Law with the Master of Business Administration evening program. This J.D./M.B.A. combined program will award two degrees completed simultaneously. However, there is no direct admission into this program. Rather, students must first apply separately for admission to the DePaul University College of Law J.D. program and to the Kellstadt Graduate School of Business M.B.A. evening program. Students must be accepted by both schools and then upon completion of one year of legal studies with a high level of academic achievement (prior to beginning their business studies) they may petition for acceptance into the combined program. Prior acceptance into the College of Law and the Kellstadt Graduate School of Business does not guarantee acceptance into the combined program. Information on admission to the College of Law may be obtained by writing to the College of Law, 25 E. Jackson Blvd., Chicago, IL 60604-2287, or by telephone, (312) 362-6831.

SCHOOL OF ACCOUNTANCY AND MANAGEMENT INFORMATION SYSTEMS

GENERAL INFORMATION

Known for its innovative programs, the School of Accountancy and MIS has been a major source of graduates for professional accountancy and management information systems careers in public accounting, business and industry and the public sector. The School is a member of the Federation of Schools of Accountancy and has one of the largest accounting programs in the United States. The College of Commerce is licensed by the State of Illinois (#158-000721) as a Registered Public Accountant Continuing Professional Education Sponsor. Contact the KGSB office for more information.

DELOITTE ALUMNI

DISTINGUISHED PROFESSORSHIP OF ACCOUNTANCY

Through the generosity of the alumni and friends at Deloitte & Touche this named chair was established in 1988 and is held by Professor John McEnroe in recognition of his superior teaching and leadership in accounting education at DePaul University.

JOSEPH K. AND INEZ EICHENBAUM FOUNDATION

DISTINGUISHED PROFESSOR OF STRATEGY AND LEADERSHIP

Through the generosity of Sidney Eichenbaum, the Eichenbaum Family and the Eichenbaum Foundation Distinguished Professor of Strategy and Leadership Mark L. Frigo, in recognition of superior teaching, research and leadership in accounting education at DePaul University.

LEDGER & QUILL

DISTINGUISHED PROFESSORSHIP OF ACCOUNTANCY

Through the generosity of Ledger & Quill, the alumni and friend organization of the School of Accountancy, this named chair was established in 1990 and is held by Professor Mark Frigo in recognition of his superior teaching, research and leadership in accounting education at DePaul University.

KPMG ALUMNI

DISTINGUISHED PROFESSORSHIP OF ACCOUNTANCY Through the generosity of alumni and friends at KPMG, this named fellowship was established in 1998 and is held by Professor Kevin Stevens in recognition of his leadership and contribution to advanced professional education in accounting.

SCHOOL OF ACCOUNTANCY AND MIS CONCENTRATION REQUIREMENTS

The School of Accountancy and MIS offers five concentrations within the M.B.A. program.

- E-Business
- Financial Management and Control
- Management Accounting
- Management Information Systems
- Strategy, Execution and Valuation

E-BUSINESS CONCENTRATION

The focus of this concentration is the impact of the digital economy of businesses. The three required courses in E-Business are:

MIS 680 Electronic Business
MIS 681 E-Business Strategies
& one elective E-Business course.

The approved elective courses for the E-Business concentration are as follows: MIS 663 E Business Seminar; MIS 677 Project Management; MIS 686 Telecommunications Management; MIS 682 E-Business Interface Design or ECT 270 Fundamentals of Web Development; ECT 441 Usability Issues for E-Commerce Technology; ECT 580 Advanced Web Information Systems; BLW 798 Cyber Law or ECT 585 Legal Aspects for E-Commerce; MKT 595 Internet Marketing; IS 450 Technological Organizational Transformation; IS 512 Groupware and Virtual Collaboration; IS 540 Global Information Technology; IS 578 Information Technology Consulting; MGT 535 Change Management; MGT 590 Management of Innovation and Technological Change; MGT 798 E-Business, Private Equity, and Entrepreneurs; MGT 798 Technology Commercialization; MIS 798 Special Topics : Business Architecting

Please check the School of Accountancy website at accountancy.depaul.edu for a list of approved elective courses.

FINANCIAL MANAGEMENT AND CONTROL

This concentration provides students with the opportunity to integrate management accounting with finance. It requires completion of the following core courses:

ACC 502	Advanced Management Accounting
ACC 599	Graduate Seminar in Management Accounting
FIN 523	Investment Analysis
FIN 524 or	Financial Statement Analysis or
FIN 551	Problems in Corporate Financial Policy

Students in this program are encouraged to apply for the Certified Management Accountant (CMA) examination and the Certified Financial Management (CFM) program of the Institute of Certified Management Accountants. The program administrator is Dr. Mark L. Frigo.

MANAGEMENT ACCOUNTING

This concentrations requires completion of Accountancy 502, 599 and two graduate level Accountancy courses. The recommended core courses in the Management Accounting concentration are:

ACC 501	Financial Reporting
ACC 502	Advanced Management Accounting
ACC 503	Accounting Information Systems and Auditing
ACC 599	Graduate Seminar in Management Accounting

ACC 502 and ACC 599 are required core courses for all students in the program. ACC 501 and ACC 503 are recommended as electives for students without significant previous coursework in financial accounting or auditing.

Students with previous course work in financial accounting, beyond principles of financial accounting, should take an elective other than ACC 501. Students with previous course work in auditing should take an elective other than ACC 503. Students who have not already taken or been waived from ACC 555 will take ACC 542A in its place.

The two graduate level accountancy electives may be chosen from: Accountancy 501, 503, 533, 535, 576, 584, 586, 587, 588, 798; International Business 515, or other courses approved by the Program Administrator, Dr. Mark L. Frigo.

Students in the program are encouraged to apply for the CMA (Certified Management Accountant) examination and the CFM (Certified Financial Management) program of the Institute of Certified Management Accountants.

CONCENTRATION IN MANAGEMENT INFORMATION SYSTEMS (MIS)

Graduation requirements for the concentration in MIS are the completion of a minimum of four MIS courses from: 663, 673, 674, 675, 676, 677, 680, 681, 682, 683, 684, 686, 689, 798, and 799. Students in this program are required to have some experience in computer programming. Equivalent course work or practical experience can satisfy this requirement. The required number and selection of courses is determined in an advising session with the assigned faculty advisor and depends on student's experiences and career goals. This program customization optimizes the educational value of this concentration.

The recommended courses in the MIS concentration are:

MIS 673	Data Management
MIS 674	Systems Analysis and Design
MIS 677	Information Systems Project Management
MIS 686	Telecommunications Management

Students wishing to concentrate in MIS and desire to take courses other than those recommended must have their concentration courses approved prior to beginning their concentration course sequence. If not approved, credit may not count toward degree requirements.

Students with previous comparable course work or practical experience can substitute one of these courses with another course from the MIS concentration in agreement with the assigned faculty advisor. For the latest schedule and news regarding the MIS concentration, check the information on the Web at accountancy.depaul.edu, where you may also find information about new or modified course offerings.

THE CENTER FOR STRATEGY, EXECUTION AND VALUATION

The Center for Strategy Execution and Valuation was founded as a platform to maximize the value of DePaul's MBA Program to all of its constituents – students, faculty, alumni and the business community. Through this Center, DePaul embarks on a mission to create the world's most comprehensive and insightful series of offerings in business strategy development, business execution systems, corporate performance measurement, and strategic valuation.

CONCENTRATION IN STRATEGY, EXECUTION AND VALUATION

The Strategy, Execution and Valuation (SEV) concentration immerses MBA candidates in the most advanced research, frameworks, and casework driving the deep financial analysis that supports business strategy, the seamless connection necessary between strategy and execution, and advanced applications for bridging strategic analysis to financial forecasts and valuation. The SEV concentration is comprised of three advanced courses, focused on practical application and designed for MBA candidates destined for higher levels of corporate management, management consulting, investment banking, equity research, or money management. The Kellstadt Graduate School of Business at DePaul University is the only Master of Business Administration Program in the world offering this type of concentration.

The courses required for the SEV concentration are:

GSB 611	Return Driven Strategy
GSB 621	Strategy Execution Framework
GSB 641	Strategic Valuation

The Program Administrators are Dr. Mark Frigo and Dr. Keith Howe.

DEPARTMENT OF ECONOMICS

The graduate program in Applied Economics is aimed at training the student to be an astute observer of business and the economy, and through objective analysis, help the firm to adapt to the ever-changing economic environment.

CONCENTRATION REQUIREMENTS

Completion of four graduate-level economics courses. ECO 510 is highly recommended as an elective. Students are encouraged to consult with Economics department faculty for course recommendations.

DEPARTMENT OF FINANCE

The graduate program in Finance is designed to broaden the student's understanding of the issues that are inherent in the finance decision-making process—focusing on the impact of such decisions for both the public and private sectors of the economy. The Department of Finance is dedicated to offering a conceptually grounded, quality education for a diverse community of learners. Central to this mission is providing a foundation for lifelong learning, as well as enhanced professional and intellectual growth, for our community of students, faculty, business and alumni.

DR WILLIAM M. SCHOLL CHAIR IN FINANCE

Through the generosity of the Scholl Foundation, this endowed chair was established in support of nationally recognized scholars in the field of financial management. Professor Keith Howe, Ph.D., has been holder of the Scholl Chair since 1986.

DRIEHAUS CHAIR AND CENTER IN BEHAVIORAL FINANCE

Through the generosity of Richard H. Driehaus and Driehaus Lead Trust, an endowed chair and a center for behavioral finance have been established in the support of an innovative, interdisciplinary field that examines the psychology of investing and financial markets. Professor Werner F. M. DeBondt has been named Chair and Director of the center as of Fall 2002.

THE REAL ESTATE CENTER AT DEPAUL

Uniquely situated in history, geography, architecture and business tradition at the heart of North America, Chicago is home to major real estate institutions, organizations, developers and investors. Some of the nation's largest REITs and institutional investment managers are headquartered here, as are real estate professional associations. The Real Estate Center at DePaul provides a continuum of educational and career enrichment opportunities. The Center is supported by annual corporate, institutional and individual memberships. Dr. Susanne Cannon is the Center Director.

CONCENTRATION REQUIREMENTS

The Department of Finance offers concentrations in three main areas: Finance, Financial Analysis, and Real Estate Finance and Investment.

FINANCE COURSE OFFERINGS

The Finance Department will attempt to offer Finance 523, 524 and 525 each quarter except Summer, and Finance 530 and 531 twice a year. Other courses will be offered variably.

CONCENTRATION IN BEHAVIORAL FINANCE

The field of Behavioral Finance is one of the fastest growing areas in finance. This growth is fueled by a desire on the part of investment professionals for a better understanding of the dynamics of asset selection and performance measurement. Because of this interest, financial services firms have increased their demand for graduates who have had exposure to the field. The field represents perhaps the most important of the new research streams in Finance to have arisen in the last 10 years.

Required Courses:

FIN 581	Psychology of Financial Decision-Making
FIN 582	Psychology of Financial Markets
FIN 583	Behavioral Aspects of Corporate Finance

CONCENTRATION IN FINANCE

This concentration is designed to provide students with a sound foundation in finance, with the skills acquired throughout the program enabling them to guide their own career aspirations, as well as to make immediate contributions in the financial work place. The program also provides a solid background for those interested in pursuing professional designations within the finance profession.

This concentration requires completion of three graduate-level Finance courses. Students may design a specialization such as Corporate, Investments, Real Estate, Derivatives, or Banking, or they may take a broad array of courses. Students are encouraged to consult with Finance department faculty for course recommendations.

CONCENTRATION IN FINANCIAL ANALYSIS

This concentration is designed for students who plan to sit for the Chartered Financial Analyst (CFA) exams. The CFA® designation has become increasingly important and necessary for investment analysts, advisors and portfolio managers. Students selecting this concentration take a required series of four courses and two strongly recommended electives.

Required Courses:

FIN 523	Investments
FIN 524	Financial Statement and Security Analysis
FIN 525	Portfolio Management
FIN 526	Advanced Topics in Investments

Recommended Electives:

ECO 510	Econometric Methods for Business Analysis
FIN 562	Risk Management

CONCENTRATION IN REAL ESTATE FINANCE AND INVESTMENT

This concentration is designed for students with a career interest in one of the five specializations in real estate: management and operations; finance and transactions; urban planning and management of public sector enterprises research; market analysis and decision support; development and entrepreneurship. Students typically take four to six courses for their concentration. In order to provide flexibility, the concentration requires only two of the current Finance department offerings in real estate and then permits students to select the remaining courses in their concentration plus their electives from a list of Economics, Finance, Marketing, Law, Public Policy, Sociology, and Geography courses.

Required Courses:

FIN 530	Real Estate Investment and Finance
FIN 531	Real Estate Finance

Select Two or More of the Following to Complete the Concentration and Electives:

BLW 798	Legal Issues in Real Estate
ECO 550	Regional and Urban Economics
FIN 533	Real Estate Valuation
FIN 535	Real Estate Investment
FIN 596	Real Estate Seminar (variable topic course, may be taken more than once)

CONCENTRATION IN REAL ESTATE CONTINUED

FIN 798	Special Topics in Real Estate (variable topic course, may be taken more than once)
GEO 476	Geo-demographics
LAW 444	Environmental Law
LAW 459	Real Estate Finance and Commercial Development
LAW 487	Housing and Urban Development Law
LAW 488	Land Use Planning
MKT 529	Segmentation and Targeting
MPS 571	Metropolitan Planning with Geodemographic Systems
MPS 573	Urban and Community Analysis
SOC 420	Urban Sociology
SOC 421	Urban Anthropology
SOC 424	Sociology of Housing

In general, the optional courses are offered once a year and students should plan accordingly. The FIN 798 and FIN 596 topics vary each year, one or two of each will be offered each year. The Law School courses listed above are offered infrequently. The Law School courses will be available to students selecting the concentration with permission of the Director of the Real Estate Center and with Business Law 500 as a prerequisite.

INTERNATIONAL BUSINESS

In 1993, the Richard H. Driehaus Center for International Business was formed in the College of Commerce. One of the responsibilities of the Driehaus Center is to oversee the international portion of the various curricula within the College. In the Kellstadt Graduate School of Business, the international curriculum consists of the MBA in International Marketing and Finance, the Concentration in International Business in the Evening MBA Program, the various graduate electives in international business and the foreign seminar programs.

CONCENTRATION REQUIREMENTS

The Concentration in International Business has a course requirement; a functional emphasis requirement; and a language requirement.

COURSE REQUIREMENT

It is recommended that those concentrating in International Business take IB 500, which is part of the common core in the MBA program, prior to any of the concentration courses listed below. Four concentration courses are required as follows:

- 1) one course which relates to the functional discipline (Accounting, Economics, Finance, Management or Marketing and International Trade and Policy) which the candidate has chosen to emphasize. (This course would ordinarily be chosen from IB 515, IB 520, IB 530, IB 540, IB 550);
- 2) one course in International Business outside the particular functional discipline chosen by the candidate; and
- 3) two additional courses in the discipline which the candidate has chosen to emphasize which need not come from the International Business course offerings.

FUNCTIONAL EMPHASIS REQUIREMENT

The purpose of the functional emphasis requirement is to ensure that graduates of the program have functional as well as international expertise. The emphasis can consist of course work in Accounting, Economics, Finance, Management or Marketing as described in items (1) and (3) under "Course Requirement" above.

Alternatively, candidates can have a functional emphasis in International Trade and Policy. Those pursuing this functional emphasis would take IB 520-International Trade, IB 521-International Macroeconomics and either IB 525-Economics of Underdeveloped Countries or IB 798- International Policy Analysis. These three courses would replace the requirements in (1) and (3) above.

LANGUAGE REQUIREMENT

Students concentrating in International Business must demonstrate competence in at least one modern language other than English. That competence can be demonstrated by prior course work or the successful completion of a language exam. One year of college level language study is considered appropriate course work for purposes of satisfying this requirement. Those who expect to take the competence exam should contact the Driehaus Center before the beginning of the quarter in which they would like to take the exam. The exam will be scheduled before the end of that quarter.

For those who would like to take course work to satisfy this requirement, the modern language department at DePaul University offers courses in Chinese, French, German, Italian, Japanese, Polish, Russian and Spanish at different levels.

GRADUATE ELECTIVES IN INTERNATIONAL BUSINESS

All International Business courses can be taken as electives in other concentrations within the Kellstadt Graduate School of Business. Some of them can be taken to satisfy the concentration requirements in a particular concentration. Please consult the separate concentration descriptions to determine how these courses might fit into a given curriculum.

OVERSEAS STUDY

It is possible that credit from a non-U.S. university may be accepted as a substitute for up to two course requirements in the MBA with an International Business Concentration. All arrangements must be approved in advance by the appropriate academic director or department chair of the area of emphasis, program or concentration in which the substitute courses are to apply.

INTERNATIONAL BUSINESS SEMINARS

The International Business Seminars are open to all MBA candidates within the college regardless of concentration. In particular, an M.B.A. candidate with a concentration in International Business should have some international exposure outside of the classroom. The work commitments of many of our students, however, preclude extended overseas activities. As a result, the college has developed a series of international business seminars (which are offered under the IB 750 and IB 755 designations), which provide students with international exposure in a time frame suitable for working adults. These programs provide an excellent opportunity to expand the graduate business curriculum and increase exposure to other cultures. The seminars are typically one to three weeks in length and are scheduled to coincide with breaks between quarters. Countries included in recent seminars are Japan, Germany, England, Belgium, Netherlands, Thailand, the Republic of Korea, the Czech Republic, Chile, Hong Kong and Mexico.

A typical International Business Seminar will consist of class meetings at DePaul, site visits in the target countries, a variety of cultural and social activities and a term project. Students interested in any of the foreign seminars should contact the Richard H. Driehaus Center for International Business for further information.

DEPARTMENT OF MANAGEMENT

The Department of Management provides a curriculum of interrelated courses and learning experiences that focus on how to deal with complex and ill-defined management issues across functional business areas. The rigors of uncertainty and ambiguity in contemporary global organizations require that students exhibit a high degree of skill in analysis, synthesis and conceptual ability. Management faculty members will develop in students a greater understanding of the problem-solving approaches and techniques which allow decision makers to optimally coordinate the endeavors of people toward achieving goals in changing organizations. Emphasis is given to the relevance of issues confronting today's organizations, such as: managing in the global economy, the social responsibility of business, management of total quality, employee empowerment, team performance and compensation, new venture creation, and the resolution of conflict within and among organizations.

COLEMAN FOUNDATION ENDOWED CHAIR IN ENTREPRENEURSHIP

Through the generosity of the Coleman Foundation an endowed chair was established for a nationally recognized scholar in the field of Entrepreneurship. Professor Harold P. Welsch, Ph.D., has been the holder of the endowed chair since September of 1989.

CENTER FOR INNOVATION AND CREATIVITY

Managing creativity and innovation is considered by Fortune 500 companies as one of the most admirable characteristics for employees, executive teams, and investors. The Center for Innovation & Creativity helps individuals and teams to become more creative in problem solving, and enables organizations to surmount the barriers to creativity that stand between performance and successful innovation. It also sponsors the Annual Entrepreneurship Creativity Contest. Dr. Lisa Gundry serves as the Center's director.

INTERNSHIP AND MANAGEMENT CONSULTING PROGRAM

The Department of Management also offers an *Internship & Management Consulting Program* (MGT 793), directed by Dr. Helen LaVan.

CONCENTRATION REQUIREMENTS

The Department offers concentrations in Entrepreneurship, Human Resource Management, Leadership & Change Management, Operations Management and Health Sector Management. Most concentrations require the completion of at least one or two required courses and one additional graduate-level management course. Students can choose the remaining two or three courses from the list of recommended courses in each concentration. However, Management faculty encourages students to consult with them before choosing a course sequence. Detailed up-to-date program descriptions can be found at <http://www.management.depaul.edu>. Dr. Scott Young is the program administrator.

ENTREPRENEURSHIP

The Entrepreneurship concentration focuses on developing a compelling/creative idea and forming it into a business. Among the factors that have led to increased entrepreneurial opportunities are recent advances in technology, the rise in the service industry and renewed emphasis on measuring success by lifestyle, happiness and achievement. Requirements include completion of MGT 570 and two of the following: MGT 521, MGT/FIN 571, MGT 572, MGT 573, MGT 590 and MGT 798 when the topic pertains to Entrepreneurship.

HUMAN RESOURCE MANAGEMENT

The Human Resources concentration is designed to help HR professionals contribute to organizational goals, employee performance, and employee satisfaction via the understanding and application of legal and ethical principles related to human resource activities, fair and accurate staffing procedures to attract, hire and fire employees, efficient and equitable pay and benefits that attract, retain and motivate employees, training and development programs for personal & organizational growth, and employee relations skills for teamwork, empowerment and conflict resolution. Requirements include completion of two courses from group A consisting of: MGT 523, 525 and 526 and one course from group B consisting of: MGT 529, 561, 563, 565 and 798 when the topic pertains to Human Resource Management. Students with demonstrated work-related human resource experience may substitute any of the courses in group B for any courses in group A with the prior written permission of the department chair.

LEADERSHIP AND CHANGE MANAGEMENT

The Leadership and Change Management concentration is designed to enable managers to develop creative, breakthrough solutions to the challenging problems they face in today's rapidly-changing business environment. The program provides concrete knowledge and immediately applicable skills in managing change within organizations, as well as developing external consulting skills. Requirements include completion of one of: MGT 530 or 535, and two of the following courses: MGT 508, MGT 530, MGT 535, MGT 562, MGT 563, MGT 572, MGT 573, MGT 529, MGT 598 and MGT 798 when the topic pertains to Leadership and Change Management.

OPERATIONS MANAGEMENT

The Operations Management concentration is designed to equip students with the skills to manage operations in a variety of organizations and develop expertise in the formulation of operations strategy, quality management, process design, technology management, and managing large-scale projects. Requirements include completion of three of the following; MGT 501, MGT 506, MGT 508, MGT 545 or MGT 598.

HEALTH SECTOR MANAGEMENT

The discipline of health sector management, also referred to as health industry management, is expanding beyond health care services delivery and accordingly this concentration is aligned with the changes in the sector in order to ensure relevancy and currency.

The objectives of this concentration are to teach business knowledge contained in the core MBA; to deliver instruction in health care law, health care management and health care delivery to students wishing to enter or move up in managerial positions within health care institutions; and to offer instruction in start-up, operations, management and leadership of biotechnology firms, pharmaceutical firms, medical device and supply firms, health focused consulting firms, and worksite wellness, disease management and health health care cost containment firms.

Students are required to take three courses including MGT 559 and two electives chosen from two separate course groups as specified below.

Required

MGT 559 Health Sector Management

Choose one of:

ECO 798 Health Economics
MPS 531 Financing and Costing in Health Care
NSG 425 Fiscal Management in Health Care

Choose one of:

MGT 508 Quality Management Systems
MGT 545 Managing Service Operations
MGT 523 Recruitment and Selection
MPS 534 Medical Sociology
MPS 535 Issues in Health Care
MPS 537 Health Care Delivery Systems
MPS 562 Introduction to Health Law
NSG 430 Health Policy (2 credit hours)
NSG 433 Legal & Ethical Issues in Health Care (2 credit hours)
NSG 452 Organization and Financial Management
NSG 520 Case Management & Managed Care Environment

MANAGEMENT COURSE OFFERINGS

Prerequisites are noted in Campus Connect and on the course syllabi. Courses are offered variably. For a complete, regularly updated course list, please check the worldwide web homepage at <http://www.management.depaul.edu>.

DEPARTMENT OF MARKETING

The Department of Marketing offers courses designed to develop and sharpen student skills in analysis, planning and control of marketing activities. The department aims to provide students with the knowledge and skills to identify and develop programs and products that meet customer needs and to prepare students for assuming and successfully discharging managerial responsibilities in marketing or marketing-related positions within a firm.

THE KELLSTADT CENTER FOR MARKETING ANALYSIS AND PLANNING

DePaul University provides an education that emphasizes a pragmatic, hands-on approach with a strong orientation to application. Established in 1986 with a one million two-hundred thousand dollar grant from the Charles H. Kellstadt Foundation, the Kellstadt Center for Marketing Analysis and Planning strives to build solid bridges between the “real” and academic worlds. The Center fosters a practical three-way partnership by addressing business needs, utilizing faculty skills, and developing outstanding students.

CONCENTRATION REQUIREMENTS

The Department offers concentrations in Brand Management, Customer Relationship Management (CRM), Integrated Marketing Communications, Marketing, Marketing Research and Analysis, Marketing Strategy and Planning, New Product Management and Sales Leadership. Marketing faculty encourage students to consult with them before choosing a concentration or elective sequence.

MARKETING CONCENTRATION

The concentration in Marketing is designed for the student who is seeking a general overview of marketing as a discipline. The requirements for the concentration in marketing are as follows: completion of Marketing 525, 545 and two additional graduate-level marketing courses. Students are encouraged to consult with Marketing faculty for recommendations for electives.

BRAND MANAGEMENT

The Brand Management concentration is designed to educate participants in how to manage brands and brand-related assets. The concentration in Brand Management will provide the following benefits to participants: learning how to manage existing brands as well as how to plan, develop, launch, and manage new brands; assessing brand equity; understanding the current branding environment; developing analytic, creative and organizational skills; understanding advertising and promotion management.

The concentration in Brand Management requires the following four courses: Consumer Behavior (MKT 545), Brand Management (MKT 541), Brand Culture (MKT 542) and Advertising and Promotion Management (MKT 575). Additional suggested elective courses include: Precision Marketing (MKT 5290), New Product Management (MKT 537), Effective Business Communication (MKT 576), Sales Organization and Management (MKT 579) and Services Marketing (MKT 590).

CUSTOMER RELATIONSHIP MANAGEMENT

The concentration in Customer Relationship Management (CRM) will provide the following benefits to students: learning how to plan, develop, implement, and continually improve CRM strategies for large, medium, and small organizations across multiple vertical markets; understanding the similarities and differences in CRM strategies for B2C, B2B and B2B2C; gain an appreciation of organization dynamics and how the organization must change to ensure a successful CRM strategy; introduction to technology and how it can be leveraged to enable CRM; learning marketing campaign methodologies, communication strategies, measurement methods, marketing channel optimization, value chain member strategic inclusions, and analytical methods; gain insights into customer/prospect data gathering, data integration, data transformation into knowledge, data mining, one-to-one strategy within market segments, data suppression and enhancement.

The concentration in Customer Relationship Management consists of the following three required courses: Customer Relationship Management (MKT 530), Campaign Management (will be MKT 531) and Measurement and Analytics (will be MKT 532). The following are suggested elective courses for students with room in their schedules: Business to Business Marketing (MKT 550), Services Marketing (MKT 590) and Consumer Behavior (MKT 545).

INTEGRATED MARKETING COMMUNICATIONS

The concentration in Integrated Marketing Communications offers students a package of benefits not available at any other institution including: business school rigor; communications courses supported by outside professional organizations like CADM and BMA and internship opportunities at Chicago area agencies and media.

The three required Marketing “Communications Discipline” course include: Advertising and Sales Promotion (MKT 575), Sales Strategy and Technologies (MKT 578) and Internet and Interactive Marketing (MKT 595).

For students who have the interest and scheduling flexibility, there are four “strongly suggested” electives including: Customer Relationship Management (MKT 530), Campaign Management (MKT 531), Effective Business Communications (MKT 576) and Marketing Communications Internship (MKT 798).

MARKETING RESEARCH AND ANALYSIS

The concentration in Marketing Research and Analysis will provide the following benefits to students: learning how to plan, execute, analyze, and deliver high-quality market research to enhance business decision-making ability; provide a deep understanding of the tools and techniques necessary to become well versed in marketing research; make analytical presentations in a client-based atmosphere supported by substantiated facts and inferences; provide preparation for a successful career in marketing research or research-based consulting.

Four courses are required for the concentration in Marketing Research and Analysis. Required Courses include Marketing Research (MKT 525), Precision Marketing (MKT 529), Analytical Tools for Marketers (MKT 534, Consumer Behavior (MKT 545). The following three courses are recommended as electives. Advanced Marketing Research (MKT 526), Qualitative Research (MKT 528) and Effective Business Communication (MKT 576).

MARKETING STRATEGY AND PLANNING

The concentration in Marketing Strategy and Planning will provide the following benefits to students: learning how to organizing to manage customers, product lines, and new product development; developing in-depth understanding of the design and sustainability of innovative business models; learning how to manage existing product lines; planning for the future by developing blueprints to grow existing product lines and to develop new product lines as part of a systematic strategy for achieving firm objectives.

Four courses are required for the concentration in Marketing Strategy and Planning including: Customer Relationship Management (MKT 530); Marketing Strategies and Planning (MKT 535); Strategic Planning for New Product Management (MKT 798) and Developing Sustainable Business Models (MKT 798). The following courses are suggested elective courses: Business to Business Marketing (MKT 550); International Marketing (IB550); Effective Business Communication (MKT 576) and Services Marketing (MKT 590)

NEW PRODUCT MANAGEMENT

The concentration in New Product Management is designed to educate participants on how to plan, develop, and launch successful new products and services. The concentration in New Product Management will provide the following benefits to participants: learning how to plan, develop, launch, and manage new products and services to fuel firm growth as an alternative to a pure financial engineering approach; developing methodologies for understanding new markets, new technologies, and their interface to develop new product and service lines; planning for the future by developing blueprints to grow existing product and service lines and to develop new product and service lines as part of a systematic strategy for achieving firm objectives; learning necessary cross-functional skills to work in and manage development teams; developing and instituting robust new product and service development processes that are flexible enough to match changing market needs and disciplined enough to ensure fast

and profitable cycle times; acquiring adequate expertise and knowledge to be able to take the Product Development and Management Association's PDMA certification exam.

Three courses are required for the concentration in New Product Management: Analytical Tools for Marketers (MKT 534), New Product Management (MKT 537) and Strategic Planning for New Product Management (MKT 798).

SALES LEADERSHIP

The concentration in Sales would provide the following benefits: an understanding of the sales techniques used across a variety of sectors; skills in customer relationship management; strategies for sales force management; excellent interpersonal communication and presentation skills; knowledge of the most current segmentation, targeting and sales strategy technology necessary to manage a territory.

Four courses are required, with a fifth strongly suggested for students with room in their schedules. Required courses include: Effective Business Communication (MKT 576), Fundamentals of Sales and Networking (MKT 577), Sales Strategy and Technologies (MKT 578) and Sales Organization and Management (will be MKT 579). We suggest Sales Management (MKT 798) as an elective course.

MARKETING COURSE OFFERINGS

All Marketing courses have the prerequisite of graduate standing. Additional prerequisites are noted after the current course description posted on the DePaul University website. Courses are offered variably.

THE CHARLES H. KELLSTADT GRADUATE SCHOOL OF BUSINESS CAREER MANAGEMENT CENTER

The Graduate School of Business Career Management Center is located in suite 8300 of the DePaul Center. The CMC is dedicated to providing progressive and strategic career management services to all students and alumni of the Kellstadt MBA and specialized masters programs.

As a busy professional in today's competitive job market, a variety of strategies are needed to effectively manage your career. The MBA CMC is positioned to deliver services that are easily accessible, strategic in nature and results-driven.

Key factors that define our success:

- The MBA CMC offers individual career advising on an appointment basis.
- At <http://mba.depaul.edu>, you will find an easy-to-use web site that gives you the information and resources that you need in order to make sound career management decisions.
- Even with the excellent education credentials you will gain at DePaul, there is no substitute for the ability to sell yourself. The MBA Career Management Series is a collection of several organized seminars designed to enhance your marketability.
- The MBA CMC offers eRecruiting.com as its premier online employment opportunity and resume communications platform. It is easy to use and is customized for our MBA students. To find out more information or to schedule an appointment, please call 312-362-8272.



**ACADEMIC
REGULATIONS
AND INFORMATION.**

ACADEMIC REGULATIONS AND INFORMATION

This Bulletin is the official statement of the requirements, rules and regulations of the Kellstadt Graduate School of Business, but it does not constitute a contract between the student and the University. It is expected that the student is familiar with its contents. Every effort has been made to provide herein accurate and firm information. However, the University reserves the right to revise the content of any of its Bulletins and Schedules and to change policies, programs, requirements, rules, regulations, procedures, calendars and schedule of tuition and fees; to establish and modify admission and registration criteria; to cancel or change courses or programs and their content and prerequisites; to limit and restrict enrollment; to cancel, divide or change time or location or staffing of classes; or to make any other necessary changes.

A student entering the Kellstadt Graduate School of Business should follow the Bulletin in effect at the time of entrance. A student who is readmitted or who changes his or her program or status is subject to the terms of the Bulletin in effect at the time of readmission or change.

All students are expected to adhere to the Student Code of Responsibility, to follow the policies, procedures and regulations of the University, and to fulfill any particular stipulations which the Kellstadt Graduate School of Business may have made in individual cases at the time of admission. Failure to do so may be grounds for dismissal from the program.

GRADES

Following is the key to the system of evaluating the academic achievement by the student of the educational objectives specified by the instructor in the course syllabus. These definitions apply to the straight letter grade. A plus grade represents slightly higher achievement than the straight letter grade. A minus grade represents slightly lower achievement than the straight letter grade. Once assigned, university policy prohibits faculty from changing grades without the written permission of the college-based exceptions committee. Errors made in computation of the final grade (clerical error) and removal of an IN grade in accordance with university policy are exceptions to the grade change policy. **Faculty may not assign or accept additional graded material in order to improve a student's final grade.**

- A** The instructor judged the student to have accomplished the stated objectives of the course in an EXCELLENT manner.
- B** The instructor judged the student to have accomplished the stated objectives of the course in a VERY GOOD manner.
- C** The instructor judged the student to have accomplished the stated objectives of the course in a SATISFACTORY manner.
- D** The instructor judged the student to have accomplished the stated objectives of the course in a POOR manner.
- F** The instructor judged the student NOT to have accomplished the stated objectives of the course.
- IN** Temporary grade indicating that the student has a satisfactory record in work completed, but for unusual or unforeseeable circumstances not encountered by other students in the class and acceptable to the instructor is prevented from completing the course requirements by the end of the term. An incomplete grade may not be assigned unless the student has formally requested it from the instructor and the instructor has agreed to work with the student to complete the course. **Students must complete the remaining course work with the faculty who assigned the incomplete. Students may not be reassigned to a new course or class section for the purpose of completing course material to remove an IN grade.** A student is given a maximum of two consecutive terms, excluding summer sessions or inter-sessions, to complete the required work. The actual time allowed is at the discretion of the faculty and may be less than but not

more than the maximum of two terms. At the end of the second quarter (excluding summer) following the term in which the incomplete grade was assigned, remaining incompletes will automatically convert to "F" grades. Ordinarily no incomplete grade may be completed after the grace period has expired. Instructors may not change incomplete grades after the grace period without the permission of the college-based Exceptions Committee.

- ING** Permanent grade assigned to a degree recipient who chooses not to resolve a grade of "IN" awarded during the last two terms prior to graduation. The grade of "ING" (Incomplete, Graduated) is final, and cannot be changed or lapsed to "F" once the degree is posted.
- R** Student is making satisfactory progress in a course that extends beyond the end of the term or in a project extending more than one quarter.
- RG** Permanent grade assigned to a degree recipient who chooses not to resolve a grade of "R" awarded during the last two terms prior to graduation. The grade of "RG" (Research, Graduated) is final, and cannot be changed or lapsed to "F" once the degree is posted
- PA** Passing achievement in a pass/fail course.
- W** Automatically recorded when the student files his withdrawal through the student's home college or school on or before the date designated in the academic calendar for such withdrawal.
- AU** Auditor status, not for credit.
- M** Final grade is missing (not submitted).
- FX** Unauthorized withdrawal.

QUALITY POINTS

For the purpose of computing a GPA, Quality Points are awarded for each course. Quality points are awarded according to the following method.

- A** 4 times the credit hours assigned to the course.
- A-** 3.7 times the number of credit hours.
- B+** 3.3 times the number of credit hours.
- B** 3 times the number of credit hours.
- B-** 2.7 times the number of credit hours.
- C+** 2.3 times the number of credit hours.
- C** 2 times the number of credit hours.
- C-** 1.7 times the number of credit hours.
- D+** 1.3 times the number of credit hours.
- D** 1 quality point for each credit hour in the course.
- F,FX** (no quality points)
- W, IN** (quality points not assigned)

GRADE REQUIREMENTS

A cumulative average of C (2.0) is required for graduation. In addition, a 2.0 cumulative GPA is required for the concentration courses and any elective course work which is taken in the same area as the

concentration. A 2.0 cumulative GPA is required in both concentrations if a dual concentration is chosen. Students will receive credit for a concentration course in which they receive a C- or better. Any grade lower than C- in a concentration course does not count as credit toward the degree and the student must repeat the course or an approved substitute. Students must receive C- or better in any elective which is in the same area as the concentration(s).

If an upper division undergraduate course is taken for graduate credit a final grade of B or better must be earned in order for the course to apply toward the degree. A student may receive graduate credit for one 300-level Commerce course completed while a student in the graduate school of business with the specific, prior written approval of the department chairman of the student's area of concentration.

Graduation with distinction is reserved for those students obtaining an overall grade point average of 3.6 or above for courses taken in the Kellstadt Graduate School of Business.

PROBATION AND DISMISSAL

Two grades of F or FX will result in automatic dismissal from the program.

A student will be placed on probation as soon as his/her graduate G.P.A. falls below 2.0. In determining this average, all courses taken while in the Kellstadt Graduate School of Business, including courses repeated, will be computed. The student remains on probation until three more courses are taken, after which time another evaluation will be made. If at that time the student has failed to raise his/her G.P.A. to the required level of 2.0, the student will be dismissed from the program and prohibited from registering for additional graduate course work.

A student who has been dismissed from the program may, after a period of time not less than two quarters, petition for reinstatement, presenting conclusive evidence that his/her situation has changed in such a way as to make probable the successful completion of the program. Each case will be considered on an individual basis by the assistant dean, whose decision is final. Any student reinstated will re-enter the program on the terms and conditions set forth by the assistant dean.

COURSE CREDIT

Most classes are offered over a ten-week period of instruction followed by an examination period in the eleventh week of the term and carry four quarter hours of credit. The unit of credit for quarter hours is defined as one hour granted for 45 minutes of classroom work per week in a ten week period of instruction.

A student may receive graduate credit for one 300-level Commerce course completed while a student in the graduate school of business with the specific, prior written approval of the department chairman of the student's area of concentration. If an upper-division or 300-level course is taken for graduate credit a final grade of B or better must be earned in order for the course to apply toward the degree.

Course credit is earned if a student receives any grade of A through D. Duplication of courses or course work is not permitted except where a student is advised to repeat a course for which an F or D was earned. Double credit is not given for duplicated courses.

ACCESS TO EDUCATIONAL RECORDS

The University follows the requirements of the Family Educational Rights and Privacy Act of 1974 which permits all students to review their educational records. The procedures for such review and the rights of the students in this regard are set forth in detail in the Student Handbook.

Certain student information, known as "Directory Information," may be disclosed by the institution to outside parties, unless the student has specifically requested that this information not be released. DePaul University considers the following to be Directory Information: name, address, telephone number, email address, college of enrollment, class, major field of study, dates of attendance, degrees and awards received, the most recent educational agency or institution attended by the student, and participation in officially recognized activities and sports. Students who do not want Directory Information released may make a written request to the Academic Resource Center to withhold this information.

COURSE EXPIRATION RULE FOR ALL PROGRAMS

All degree requirements must be satisfied within six years commencing with the term of initial enrollment. A course taken more than six years prior to the last term of attendance before the degree date may be reinstated for graduate credit upon approval of the program director or the Kellstadt Graduate School of Business.

RESIDENCY REQUIREMENT FOR THE MBA PROGRAMS

For students with relevant previous credit a minimum of nine courses, or 36 quarter hours, must be taken in residence in the Charles H. Kellstadt Graduate School of Business in order to qualify for the MBA degree. To qualify for the minimum residency requirement students must have a sufficient number of waived courses (see Waiver Policy) and appropriate non-duplicate transfer work (see Transfer of Graduate Credit) such that only nine course requirements remain for completion. At least two, and as many as three, remaining courses must be in an area of concentration. The number of concentration courses needed to meet the residency requirement is dependant upon the concentration selected.

RESIDENCY REQUIREMENT FOR THE MASTER OF SCIENCE PROGRAMS

The minimum number of courses taken in residence in the Charles H. Kellstadt Graduate School of Business may not be less than 50% of the maximum number of courses required for the degree. Actual residency requirements are determined by the faculty of the department sponsoring the degree and may be set higher than the 50% allowed by the college.

RESIDENCY REQUIREMENT FOR SECOND CONCENTRATIONS OR DEGREES

Students who wish to pursue a second concentration in the MBA, or a second graduate degree in business subsequent to the completion of any graduate degree, are subject to the residency requirement policy. In addition, not less than 50% of the requirements for a second degree must be completed as new material not applied to any previous degree or concentration and more than 50% of the requirements of a second concentration must be completed as new material not applied to any previous degree or concentration. Students may not receive two MBA degrees.

READMISSION

A student previously admitted who has been absent from DePaul for more than one year must submit an application for readmission, a resume, a brief and informal letter to explain the absence and transcripts of any courses taken elsewhere during the absence. If the original application has been destroyed or is otherwise unavailable, the student will be required to resubmit all of the forms and documents needed to complete an original application. Students will be required to complete the degree requirements current at the time of readmission. An application fee is required for readmission.

STUDENT ATTENDANCE STATUS

DePaul University defines full-time status as enrollment in eight or more graduate credit hours. Students enrolled for eight or more hours of graduate credit (usually two classes) at DePaul will be classified as full-time. Those enrolled for less are considered part-time. However, this classification by the university is separate from the college classification and external reporting for full-time and part-time programs.

TRANSFER OF GRADUATE CREDIT

A student entering the program with prior graduate-level course work in business may request acceptance of transfer credit. The number of courses actually transferable will be determined by the Charles H. Kellstadt Graduate School of Business. A maximum of six courses may be accepted as transfer credit. The actual number of transfer courses accepted will vary with each student in accordance with the residency requirement policy and the course waiver policy. The transferability of graduate level course work is decided by the admission committee at admission. However, in cases involving unfamiliar courses to be considered for transfer, it may be necessary to submit a request for acceptance of transfer credit containing a course description, syllabus or other supporting documentation as directed by the committee.

Courses with grades less than C will not be considered for transfer to the Kellstadt Graduate School of Business. Ordinarily a course must carry at least four quarter hours of graduate credit to be acceptable for transfer. No more than two courses are acceptable for transfer in any one field without the written permission of the appropriate program director. Transfer credit is not calculated into the student's cumulative grade point average. Transfer credit is subject to the same six-year limit for validity as courses taken in residence at DePaul.

GRADUATION

Applications for graduation should be filed in the graduate office early in the academic year in which the candidate expects to complete all remaining degree requirements. Deadlines for submitting graduation applications for the March, June, July, August and November degree conferral dates are listed in the academic calendar. Applicants who fail to meet the deadline for filing for graduation and degree conferral will not have their degrees conferred until the next following degree conferral date.

There will be no commencement for March, July, August and November degree conferrals. The one annual commencement will be held in June. All graduates from the preceding November and March will be invited to attend the June commencement together with the June graduates. Attendance at commencement is optional.

Graduation with distinction is reserved for those students obtaining an overall grade point average of 3.6 or above for courses taken in the Kellstadt Graduate School of Business.

Diplomas will be mailed to graduates approximately two months after the awarding of the degree.

ACADEMIC FEES

Students enrolling in courses that require additional resources beyond those usually provided for academic support may be assessed one or more fees. Revenues from these fees support the maintenance and upgrade of the academic and facilities resources employed. Courses requiring these fees are noted in the class schedule. For some courses, instructors may require computer fees that are not shown in the schedule. These fees will be billed to the student's tuition account, as appropriate.

TUITION PAYMENT POLICY

All tuition and fees are due DePaul University at the time of registration. All charges must be paid in-full by the payment date. The payment dates for each term of the academic year are posted on the Student Financial Accounts website.

Tuition charges for any course registrations after the payment date must be paid in-full at the time of registration. Tuition is due by the payment date whether or not a bill has been received. If you have not received a bill, you may contact the Accounts Receivable Office at (312) 362-8379 or (312) 362-8480 any time during business hours to determine the amount you are required to pay.

Payment must be received in the Cashier's Office or one of its depositories by the payment dates as indicated. Students may pay by check, money order, or credit card (Visa, Master Card, Discover, or College Card). Payments may be made to the Cashier's Office by mail or in person, or if paying by credit card, by phone at (312) 362-6744, or (773)325-7810 or online at studentaccounts.depaul.edu. (Please note: If paying by mail, the University does not accept responsibilities for delays in the US Postal Service.)

Students whose accounts show a balance due after the date payment is required will be assessed a \$100 delinquency fee and prohibited from future registration and receiving transcripts. Any requests appealing assessment of delinquency fees must be submitted in writing to the Student Accounts Office.

AUDITOR STATUS

Students may audit a course only with the permission of the appropriate academic director. When a student is permitted to audit a course, tuition and fees are charged at the regular scheduled rates and must be paid at time of registration, and are not refundable. Audit courses receive no credit.

Students may not change to auditor status or from auditor status after the third week of class. The final decision to continue regarding auditor status must be made with written notice to the college office by the end of the third week of class.

WITHDRAWAL

Students who must withdraw either from a course or from the University may do so in person in the college office or by letter addressed to the college. Withdrawals processed as a result of a transaction on Campus Connect will be effective at the date and time at which the request was made. Withdrawals processed as a result of a letter are effective at the discretion of the college office. Simply ceasing to attend or notifying the faculty or nonpayment of tuition does not constitute a withdrawal of record and will result in academic as well as financial penalty.

Upon processing the withdrawal request the tuition charge for courses during the regular academic year will be reduced according to the following schedule, when the effective date is:

Until ten business days after the beginning of the **term**100%
After that date0%

Please view the academic calendar available on-line at <http://oaa.depaul.edu/what/calendar.jsp> for important dates specific to each term.

For courses of four weeks or less but more than two weeks duration, no reduction will be granted after the first week of the term or 20% of the course meeting time has passed. For workshops or courses of two weeks or less duration, no refunds will be granted after the workshop or sessions begin.

For the summer sessions, consult the calendar of dates in the academic calendar. Fees are not refundable.

NOTE: Students receiving financial aid are advised to contact a financial counselor to discuss the consequences of a withdrawal effecting academic progress and eligibility at DePaul University or any other school to which they may transfer.

REFUNDS

Should an account result in a credit balance which is refundable to the student and not the result of Title IV financial aid, the student has the option of leaving the credit on the account to be applied toward future term expenses; or, apply for a refund through the Cashier's Office or the Students Accounts office.

Application for a refund may be made to the Cashier's Office by a telephone request or in person. Refund checks will be made payable to the student via mail, pick-up or direct deposit to checking/savings account. Refunds resulting from a credit card payment will be issued back to the credit card.

Students who receive Title IV financial aid are required to submit a Refund Preference Form to the Cashier's Office. If an account results in a credit balance which is refundable, as the result of the receipt of Title IV payments, a refund will be generated according to the preference on the file.

Please Note: Financial Aid awards (grants and scholarships) cannot be considered for refunds until the course add/refundable drop period is closed.

FINANCIAL AID

There are several financial aid programs available to students in the Kellstadt Graduate School: graduate assistantships, scholarships, loans, the Work-Study Program and other part-time employment opportunities. It is the policy of the University to award need-based financial aid and assistantships without reference to the race, color, creed, age, gender, sexual orientation or national origin of applicants. All federal and state loan and work programs require that a student be a citizen or permanent resident of the United States or its territories. Information and applications regarding all forms of financial aid except assistantships may be obtained in the Office of Financial Aid on the ninth floor of the DePaul Center. Telephone: (312) 362-8091. Students are encouraged to apply early.

ASSISTANTSHIPS

The School of Accountancy and Departments of Economics, Finance, Management and Marketing have available each year a number of research assistantships. Assistantship stipends may vary but typically range from \$4000-\$4500. Scholarships based on academic potential are available to graduate assistants for a maximum of nine courses. Applicants should address their inquiries to the Kellstadt Graduate School of Business.

SCHOLARSHIPS

The Diane Marie Angio Scholarship Fund. Students wishing to apply for the Angio Scholarship should be graduates of DePaul and full time students (two courses per quarter) in the Kellstadt School. Preference is given to graduate students specializing in a concentration or degree program offered through the School of Accountancy. Applications are available in the Kellstadt Graduate School of Business. The amount of the award varies and is applied directly to the recipients tuition account. Recipients of this scholarship will be notified in writing.

The John M. Nicholson Fellowship Endowment Fund. Students wishing to apply for a Nicholson Fellowship can obtain an application at the Kellstadt Graduate School of Business. The selection criteria includes admission to the Kellstadt School, scholastic excellence, good character, and United States Citizenship. Preference will be given to individuals of Greek extraction. The amount of the award varies and is applied directly to the recipients tuition account. Recipients of this fellowship will be notified in writing.

LOANS

There are federal loan programs available to students who are citizens or permanent residents and who maintain at least half time enrollment. For information on these and other financing alternatives, contact the Office of Financial Aid at the address and phone number shown above. International students may be able to obtain alternative loans (non-federal). See the Office of Financial Aid for additional information.

PART-TIME EMPLOYMENT

Work Study Program—This is a program which provides jobs both on and off campus to students who can demonstrate proof of need for employment in order to continue their education. The program is subsidized by the federal government and the University. Eligibility is based upon a minimum of half-time enrollment, citizen or permanent residence status, and demonstrated financial aid need.

Part-Time Employment—Part-time positions, on and off campus, are available through the services of the Human Resources Office. Incoming students are eligible to apply after registering and learning their class schedule. Currently enrolled students are eligible at any time. No proof of need is necessary to qualify for part-time employment. Part-time employment of up to 20 hours per week may also be available for international students with F1 visa status. Availability of positions is dependent upon the university demand for student workers.

ALTERNATIVE FINANCING

The Payment Plan for Employer Reimbursement (DePeper) is a payment option for students who receive tuition reimbursement from their employers. It is administered through the Student Accounts office. The payment plan is designed to view coverage by an employer tuition reimbursement program as pending payment. Since employer reimbursement is generally issued at the end of a term, this payment plan allows the students covered by such an employer reimbursement plan to receive an extended payment due date for their tuition charges. Regardless of when the employer reimburses the student, the tuition due dates are not negotiable. Bills and grades will be issued to the students only and not to the employers. **It is the responsibility of the student to provide their employers with copies of any documents their employer may require.**

Eligibility Requirements. Students must submit the application and related fee by the application deadline. If there is a doubtful account history, past due balance, or insufficient employer documentation, the student will not be accepted into the program. If at any time the student falls delinquent in payment, the payment plan privilege is no longer available.

Eligible Courses. To participate, students must be enrolled in the traditional courses which are 10 weeks in duration (5-week summer courses). Special seminars, extended courses, workshops, courses which require prepayment, audits and zero credit courses are not covered in this program.

Financial Aid. Students cannot apply for this program if they have also applied for financial aid. This program is designed to assist students who do not receive financial aid. There are no exceptions to

this policy.

Payment. Regardless of when the employer reimburses the student's tuition, it is the student's responsibility to pay the balance in full on or before the tuition due date. Students who experience this delay from their employers typically pay tuition using a credit card. Students are responsible for paying their tuition accounts in full by the tuition due date whether or not they have completed the work for their courses and have received reimbursement from their employer. Tuition due dates are not negotiable and delinquent fees will apply to students who do not meet the tuition due date deadlines. Failure to meet the application agreement will jeopardize future participation in the program and future enrollment.

How to apply. Applications are available in the Student Financial Services Offices of Student Accounts and Student Aid, the college offices and suburban campuses. Submit the completed application and fee to the Payment Center by the required deadline. You will be notified only if your application has been denied. Do not return the application and fee to the college office—this will delay processing and acceptance into the program.

If mailing the applications, remember to include the fee. The University does not accept responsibility for delays in the U.S. Postal System.

For information about the Payment Plan for Employer Reimbursement, call the Student Accounts office at (312) 362-8480.

The DePaul University Payment Plan (DePUPP) is a budget payment option which allows students to pay their tuition, fees, and room and board in monthly installments over a 9, 8 or 7-month period. This service is available to all DePaul University students. It is not a loan program, there are no interest or finance charges, or credit or financial needs requirements.

The student determines the budget amount for the plan. The budgeted amount is the student's total estimated annual charges (tuition, fees, room and board) less the total estimated financial aid awards (annual scholarships, grants, loans). Books and personal expenses are not covered by this budget. The total amount budgeted under the plan will be divided equally over the number of months in the plan at the time you apply.

The plan period is from June to March with payments due the 25th of each month. The student may pay by check, money order, or credit card (VISA, Master Card, Discover, or College Card). Monthly billing statements will be sent to the student in advance of each payment due date. The statement will reflect any payments or credits received since the last bill, the payment plan amount due by the 25th, and the current outstanding balance.

Applications received after August 26th but prior to September 26th will be processed for Winter/Spring term registrations only. Payments for the budgeted amount will be over a six-month period with the first payment due October 25th, and the last payment due March 25th. An annual nonrefundable fee of \$55.00 is required.

More detailed information regarding this program and plan applications are available from the Student Accounts Department and the Financial Aid Office.

Any questions regarding DePUPP should be directed to the Accounts Receivable Office (312) 362-8480, or you may write to: Accounts Receivable Office, Suite 9900, DePaul University, 1 E. Jackson Blvd., Chicago, IL 60604.

RESIDENCE LIFE

The Residence Life Office provides an off-campus housing resource center for DePaul faculty, staff and students. This service lists available apartments in the Lincoln Park area. The Residence Life Office is located on the third floor of Stuart Center, 2311 N. Clifton Ave., (773) 325-7196. Office hours are Monday through Friday, 9:00 a.m. to 5:00 p.m. For additional housing information, visit <http://housing.depaul.edu>.

TECHNOLOGY AND COMPUTER RESOURCES

The services introduced below provide an overview of what is available to students from Information Services (IS), the division that brings computer and telecommunications technology to DePaul University. Students are encouraged to visit the Technology Resources page on DePaul University's web site at www.depaul.edu or call IS's Technology Assistance Center at (312) 362-8765 for specific information regarding locations, hours, and applicable fees.

IDENTIFICATION CARD SERVICES

Also known as ID Services, this office is a central distribution point for services and information affecting all DePaul students. ID Services distributes such essentials as identification cards, library bar codes, free student e-mail accounts, Personal Identification Numbers (PINs) and passwords. ID Services also coordinates CTA U-Pass distribution to eligible students at the beginning of each quarter. The main offices for ID Services are located at the Loop and Lincoln Park campuses; however, ID Services also has locations at the Suburban campuses to provide greater access to services. Call (312) 362-5959 or (773) 325-7466 for details.

COMPUTER LABS

Located on every campus, the Student Computer labs have over 500 computers available for students to work on course assignments, check e-mail, and use the Internet. Students can print homework in the computer labs; however, some restrictions may apply on quantity.

THE UNIVERSITY LIBRARIES

The University Libraries provide resources and services to students, faculty, and staff through six different units: The Lincoln Park Library, the Loop Campus Library, the Naperville Campus Library, the O'Hare Campus Library, and the Oak Forest Campus Library. The delivery of information and materials is increasingly linked to computer and networking technologies. Electronic access to periodical articles, indexes, and other information resources in the social sciences, business, law, humanities, and sciences is readily available in all libraries.

Access to materials in all the DePaul Libraries is provided through ILLINET Online, the Libraries' online catalog and circulation systems. The combined collection of the DePaul University Libraries includes over 700,000 volumes, 300,000 microform volumes, 9,000 current serial subscriptions, and a diverse microcomputer software and audiovisual collection.

ILLINET Online also allows users to identify books from over 45 other colleges and universities in Illinois, including the University of Illinois. Current DePaul students may choose to borrow directly from these institutions in person or request an interlibrary loan. Materials from other libraries across the United States can also be located and obtained through interlibrary loan. Information, brochures, and bibliographies are available at all six locations and through the library link from DePaul's World Wide Web site: <http://www.depaul.edu>.

The **John T. Richardson Library** at Lincoln Park supports programs in the College of Liberal Arts and Sciences, the School of Education, the School of Music, and the Theatre School. Collection areas of particular strength are religion, philosophy, and Irish studies. Facilities include a media area for using audiovisual materials and the Education Resource Center with curriculum materials for elementary and secondary school teaching, a slide library, a Career Information Center, and a collection of music recordings and scores. Rare book collections include the Napoleon Collection, the Dickens Collection, and the Sporting Collection, as well as numerous titles dealing with nineteenth century literature and book illustration. The University Archives houses materials documenting the growth and development of DePaul.

The **Loop Campus Library** primarily focuses on materials to support the programs of the College of Commerce and the School of Computer Science, Telecommunications and Information Systems, but also has a core collection of reference materials in other areas. Areas of strength in the collections are accounting and finance. A Career Information Center provides resources on career choice, job search techniques, and company information. A collection of corporate annual reports from Fortune 500 companies is maintained.

The **College of Law** Library has an extensive collection of Anglo-American legal materials which provides both basic and advanced resources needed to support the law school curriculum. The law collection includes United States federal and state court reports, codes, constitutions, and statutes; materials on health law, tax law and international human rights law; and legal periodicals. Designated an official depository for government publications, the Law Library provides a selective collection of federal documents.

The Naperville, O'Hare, Oak Forest, and Rolling Meadows Campus Libraries offer an innovative approach to library service by providing access to information using computers and telecommunications. The Library's networked electronic information resources include access to ILLINET Online, and also provide access to periodical articles, business reports, indexes, an encyclopedia and other reference sources. The O'Hare, Oak Forest, and Rolling Meadows Campus libraries have small, select print reference collections; the Naperville Campus Library has a more significant collection of print materials including selected journals and books. Books and other journal articles needed by students and faculty are delivered by a daily intra-university shuttle service.

FREE STUDENT E-MAIL

Every currently enrolled student at DePaul University has an e-mail address. This e-mail account can be accessed from freestanding e-mail stations in the residence halls and Student computer labs. Accounts are cancelled when courses are not taken for two consecutive terms.

SKILL-BUILDING OPPORTUNITIES

Students may improve their basic computing skills through software training programs. Courses are offered throughout the year and provide instruction in Blackboard, Campus Connections and Microsoft Office (Word, Excel, PowerPoint, and Access). Professionally prepared materials for all workshops are distributed to participants. Please visit <http://www.itd.depaul.edu/website/Students/training.asp> to find course descriptions and registration procedures.

DEPAUL UNIVERSITY WRITING CENTERS

The writing Center is a free service offered to DePaul students who would like help with their writing projects. The Writing Center staff are graduate and undergraduate students nominated by faculty to assist with such assignments as: research papers, case studies, application documents, memos and reports. Staff will also assist with research strategies, proofreading skills, citation formats, grammar and punctuation questions. The writing Center has locations at Lincoln Park and Loop Campus. Additional information can be obtained on-line at <http://condor.depaul.edu/~writing/>.



ADMINISTRATION

AND

FACULTY.

**ADMINISTRATION OF THE CHARLES H. KELLSTADT
GRADUATE SCHOOL OF BUSINESS**

**THE COLLEGE OF COMMERCE AND
THE CHARLES H. KELLSTADT GRADUATE SCHOOL OF BUSINESS**

ARTHUR KRAFT
Dean

DANIEL KOYS
Senior Associate Dean

KEVIN STEVENS
Interim Associate Dean for Enrollment Management

MICHAEL JEDEL
Associate Dean for Outreach and Assessment

LAWRENCE HAMER
Interim Associate Dean for Marketing Communication

HELEN CONROY
Business Manager

JENNIFER McCLELLAND
Executive Assistant to the Dean

THE CHARLES H. KELLSTADT GRADUATE SCHOOL OF BUSINESS

ROBERT RYAN
Assistant Dean

FELICIA RICHARDSON-MCGEE
Director of Admission and Student Services

CHRISTOPHER KINSELLA
Director of Full-time Programs

THOMAS G. DOLAN
Associate Director for Student Services

WILLIAM COUGHLIN
Associate Director for Admission

ELLEN DAWSON
Assistant Director

ANTONIA CRETEANU
Assistant Director for International Programs

CAREER MANAGEMENT CENTER

CHRISTA HINTON
Director, Career Management Center

MELISSA RICHARDSON
Assistant Director, Career Specialist

AMY BENTLEY
Assistant Director, Recruiting Specialist

ADMINISTRATION OF THE SCHOOLS AND DEPARTMENTS

THE SCHOOL OF ACCOUNTANCY AND MIS

RAY WHITTINGTON

Director

JOHN AHERN

*Administrator,
M.Acc. Program*

SASHA DEKLEVA

*Administrator, M.B.A. Management
Information Systems, M.B.A. E-Business,
M.S. E-Business and M.S.B.I.T. Programs*

EDWARD C. FOTH

Administrator, M.S.T. Program

MARK L. FRIGO

*Administrator, M.B.A. Management
Accounting and M.B.A. Strategy,
Execution and Valuation Programs*

TIMOTHY J. LOCKYER

Assistant to the Director

KEVIN STEVENS

Administrator, M.S.A. Program

PATRICIA SMITH

Coordinator of Faculty and Curriculum

DEPARTMENT OF ECONOMICS

MICHAEL MILLER, *Chair*

DEPARTMENT OF FINANCE

ALI FATEMI, *Chair*

SUSANNE CANNON

*Administrator, M.B.A. Real Estate and
M.S.R.E. Programs*

CARL LUFT

Administrator, M.S.C.F. Program

DEPARTMENT OF MANAGEMENT

SCOTT YOUNG, *Chair*

PATRICK MURPHY,

Administrator, M.S.H.R Program

DEPARTMENT OF MARKETING

SUZANNE FOGEL, *Chair*

Administrator, M.S.M.A.

ADMINISTRATION OF THE CENTERS AND INSTITUTES

Business Technology Center

Kathy Hillegonds, Director

Career Management Center

Chista Hinton, Director

Center for Outreach and Assessment

Michael Jedel, Director

Driehaus Center for Behavioral Finance

Werner De Bondt, Director,

Driehaus Center for International Business

Deborah O'Donnell Helfenbein, Coordinator

Coleman Entrepreneurship Center

Harold Welsch, Founder

Institute for Business and Professional Ethics

Patricia Werhane, Director

Interactive Marketing Institute

Steve Kelly, Director

Kellstadt Center for Marketing Analysis and Planning

Suzanne Fogel, Co-Director

Steven Kelly, Co-Director

Management Development Center

Gayle Landuyt, Director

Real Estate Center

Susanne Cannon, Director

Ryan Center for Creativity and Innovation

Lisa Gundry, Director

Center for Strategy, Execution and Valuation

Mark Frigo, Co-Director

Keith Howe, Co-Director

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THE VINCENTIAN CHARACTER OF DEPAUL UNIVERSITY

THE VINCENTIAN CHARACTER OF DEPAUL UNIVERSITY

DePaul, a Catholic university, takes its name from St. Vincent dePaul. The religious community founded by Vincent, commonly known as 'Vincentians', opened the university and endowed it with a distinctive spirit: to foster in higher education a deep respect for the God-given dignity of all persons, especially the materially, culturally, and spiritually deprived; to instill in educated persons a dedication to the service of others. In each succeeding generation the women and men of DePaul have pursued learning in this spirit of Vincent dePaul.