You are joining an established, respected institution known for providing contemporary, career-directed business education since 1922. We uniquely offer only junior- and senior-level courses toward bachelor’s degrees as well as highly regarded master’s degrees and a Doctor of Management in Executive Leadership.

The Walsh College community wants your educational experience to be valuable and satisfying. Our brand of quality education is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. We strive to ensure that our curriculum maintains global and ethical relevance to the business world that seeks to hire our graduates. Our faculty members themselves are successful business leaders who bring real-world boardroom experience and insight into our Walsh classrooms. Our class schedules are flexible and our locations accessible.

So whether you’ve transferred from a community college, another university, or are enrolling as a graduate student, you can expect the highest standard of educational excellence from Walsh College. Our more than 20,000 alumni are among the rare college graduates who continue to feel connected to their alma mater based on their education and relationships with their instructors.

When you graduate from Walsh College, yours will be a degree of value ... a degree that will help you get the job you’ve always wanted.

Sincerely,

Stephanie W. Bergeron
President
# Table of Contents

Welcome to Walsh College .......................................................................................................................... 3
Table of Contents ........................................................................................................................................ 4
Introduction .................................................................................................................................................. 6
- Walsh College Degree Programs ........................................................................................................... 6
- Walsh College Mission ............................................................................................................................ 6
- Accreditation and Approvals .................................................................................................................. 6
- Nondiscrimination Policy ....................................................................................................................... 7
- Walsh College History ............................................................................................................................ 7
- Commitment to Quality and Technology .............................................................................................. 8
- Core Competencies of Walsh College Graduates .................................................................................. 9
- College Web Site .................................................................................................................................. 9
- College Colors .................................................................................................................................... 9
- College Publications ............................................................................................................................... 9
- Academic Curriculum ............................................................................................................................. 10
- Student Classifications .......................................................................................................................... 10
- Servicemembers Opportunity Colleges ................................................................................................. 12
- Student Enrollment Classification .......................................................................................................... 13
- Locations ............................................................................................................................................. 13
- Walsh College Online ............................................................................................................................ 13

International Students ........................................................................................................................... 14
- Undergraduate and Graduate Admissions Procedures ....................................................................... 14
- Advising ............................................................................................................................................... 15
- Financial Aid ....................................................................................................................................... 16
- Scholarship Categories .......................................................................................................................... 16

Undergraduate Degree Programs .............................................................................................................. 17
- Special Notes ....................................................................................................................................... 17
- Admission to Walsh College Undergraduate Programs .................................................................... 17
- Undergraduate Degree Programs ......................................................................................................... 21
- Bachelor’s Degree Graduation Requirements ....................................................................................... 25

Graduate Degree Programs ..................................................................................................................... 27
- Special Notes ....................................................................................................................................... 27
- Admission to Walsh College Graduate Programs ............................................................................... 27
- Graduate Degree Programs .................................................................................................................. 32
- Master’s Degree ................................................................................................................................... 39
- Graduation Requirements ....................................................................................................................... 39
- Doctor of Management in Executive Leadership (DMEL) .................................................................... 42
- Introduction .......................................................................................................................................... 42
- Program Time Limits and Residency Requirements ............................................................................ 43
- DM Graduation Requirements .............................................................................................................. 43
- DM Student Handbook .......................................................................................................................... 43

Certificate Programs ............................................................................................................................... 46
- Academic Advising ................................................................................................................................. 48
- Bookstore ............................................................................................................................................. 49
- Business Office ...................................................................................................................................... 49

Student Services ...................................................................................................................................... 49
- Career Services ...................................................................................................................................... 50
| Financial Aid and Scholarships | ................................................................. | 51 |
| Library | ................................................................. | 54 |
| Registration Policies and Regulations | ................................................................. | 55 |
| Student Clubs | ................................................................. | 58 |
| **Student Life** | ................................................................. | 59 |
| National Honor Society | ................................................................. | 59 |
| Walsh College | ................................................................. | 59 |
| Alumni Association (WCAA) | ................................................................. | 59 |
| General Information | ................................................................. | 59 |
| **Policies and Procedures** | ................................................................. | 61 |
| Academic Policies and Requirements | ................................................................. | 61 |
| Academic Honors and Awards | ................................................................. | 65 |
| General Procedures and Regulations | ................................................................. | 66 |
| Academic Records | ................................................................. | 67 |
| Student Policies and Conduct | ................................................................. | 69 |
| Non-Academic Issue Resolution | ................................................................. | 74 |
| Technology Usage Policy | ................................................................. | 76 |
| **Course Descriptions** | ................................................................. | 79 |
| Accounting | ................................................................. | 79 |
| Business Information Technology | ................................................................. | 82 |
| Business Law | ................................................................. | 87 |
| Communications | ................................................................. | 88 |
| Economics | ................................................................. | 88 |
| Finance | ................................................................. | 89 |
| Information Assurance | ................................................................. | 93 |
| International Business | ................................................................. | 95 |
| Management | ................................................................. | 96 |
| Marketing | ................................................................. | 100 |
| Master of Business Administration | ................................................................. | 102 |
| Quantitative Methods | ................................................................. | 104 |
| Strategic Leadership | ................................................................. | 104 |
| Taxation | ................................................................. | 106 |
| **Walsh College Leadership** | ................................................................. | 110 |
| Executive Management | ................................................................. | 110 |
| Administrators | ................................................................. | 110 |
| **Walsh College Faculty** | ................................................................. | 111 |
| Walsh College Full-Time Faculty | ................................................................. | 111 |
| Walsh College Adjunct Faculty | ................................................................. | 111 |
| **Walsh College Board of Trustees** | ................................................................. | 116 |
| **Maps** | ................................................................. | 117 |
| **Academic Calendar** | ................................................................. | 120 |
| Fall 2007 | ................................................................. | 120 |
| Winter 2008 | ................................................................. | 120 |
| Spring 2008 | ................................................................. | 121 |
| Summer 2008 | ................................................................. | 121 |
| Fall 2008 | ................................................................. | 122 |
| **Index** | ................................................................. | 123 |
Walsh College Degree Programs

Bachelor of Accountancy (BAcct)

Bachelor of Business Administration (BBA)
with majors in:
- Accounting Processes
- Finance
- General Business
- Management
- Marketing

Bachelor of Science in Business Information Technology (BSBIT)

Master of Business Administration (MBA)

Master of Science in Accountancy (MAC)

Master of Science in Finance (MSF)

Master of Science in Information Assurance (MSIA)

Master of Science in Information Systems (MSIS)

Master of Science in International Business (MSIB)

Master of Science in Strategic Leadership (MSSL)

Master of Science in Taxation (MST)

Doctor of Management in Executive Leadership (DM-EL)

Walsh College Mission
Walsh College provides a quality, practical education in business and related technology that enables students to become successful professionals and leaders.

Core Areas of Excellence
Walsh College is an independent, non-profit institution that offers a broad range of business and related technology degree programs that are responsive to student, employer, and community needs. The College grants degrees at the bachelor’s, master’s, and doctoral levels. Programs have the appropriate blend of practical application and theory. Faculty possess related work experience and appropriate academic credentials. Walsh also provides continuing professional education for individuals and organizational development programs for employers. Courses and services are delivered at three campuses and online. Students and clients receive convenient, personal, and knowledgeable service in a professional learning environment.

Values
The Walsh College community shares the following values as it works together to accomplish its mission:
- Student success
- Quality and value
- Practical application of knowledge
- Continuous learning
- Ethical and professional conduct
- Accessibility
- Innovation, flexibility, and teamwork
- Diversity
- Leadership and fiscal responsibility

Vision
Walsh College will be recognized as a preeminent leader in knowledge that empowers students, organizations, and communities to succeed in an increasingly global economy. The College’s reputation will broaden beyond southeastern Michigan, eventually attaining national recognition in selected competencies and markets. The College will create an environment where students feel a sense of belonging and are inspired to excel.

Accreditation and Approvals
Walsh College is accredited by:


Walsh College is approved by:
- The State of Michigan Board of Education to grant undergraduate and graduate degrees.
- The State of Michigan Board of Accountancy to offer programs satisfying requirements necessary to take the Uniform Certified Public Accounting Examination.
- The State of Michigan Board of Accountancy, Bureau of Occupational and Professional Regulation, to grant Continuing Professional Education (CPE) credit to Certified Public Accountants and other professionals for continued licensure.

- The Internal Revenue Service to provide continuing professional education for enrolled agents.

- The Certified Financial Planner Board of Standards to offer the personal financial planning program.

- The Certified Treasury Professional (CTP), sponsored by the Association for Financial Professionals www.afponline.org, to offer the Certified Treasury Professional preparation course.

Walsh College is recognized by:

- The Department of Veterans Affairs and other agencies as an institution of higher education for qualified, degree-seeking veterans and dependents.

- The National Security Agency as a Center of Academic Excellence in Information Assurance Education with curriculum that maps to the Committee for National Security Standards.

- The Michigan Council on Economic Education as an official Center for Economic Education.

- The International Information Systems Security Certification Consortium (ISC)²® as an education affiliate to assist information professionals and practitioners in attaining information security certification.

- The Servicemembers Opportunity College as a provider of college-level educational opportunities for service members and their families.

- The International Assembly for Collegiate Business Education as a candidate for accreditation.

- The Student Exchange Visitor Program (SEVP) to admit international students.

**Nondiscrimination Policy**

Walsh College does not discriminate on the basis of race, color, religion, sex, age, marital status, height, weight, national or ethnic origin, veteran status, or disability status in admitting students or in administration of its educational policies, scholarship and loan programs, or other College programs.

**Walsh College History**

**1922** On July 7, Mervyn B. Walsh purchases a franchise from Pace and Pace in New York City to offer the Pace Accounting Method exclusively in Detroit. On September 18, classes begin for 23 Walsh Institute students in two rooms on the sixth floor of the Capitol Theatre Building in downtown Detroit.

**1947** The 25th anniversary of Walsh Institute. Thanks to the GI Bill, enrollment reaches 1,508 students.

**1965** On June 30, Mervyn B. Walsh retires as Walsh Institute president. William C. Stewart, a CPA and college administrator, succeeds him.

**1968** On December 31, Walsh Institute of Accountancy changes its charter to become Walsh College of Accountancy and Business Administration, an upper-division college offering coursework for juniors and seniors who finish two years at a community college. The College purchases 20 acres of farmland for a campus in Troy.

**1969** Ground is broken for the 10,000-square-foot Troy campus building.

**1970** The Troy campus opens for classes on September 10. When the State of Michigan authorizes Walsh College to grant degrees, 151 of the 303 enrolled students pursue bachelor’s degrees. Jeffery W. Barry succeeds William Stewart as the third president of Walsh College.

**1974** Walsh introduces its first graduate degree, the Master of Science in Taxation. Nearly 200 students apply for the 84 openings.

**1975** At Commencement ceremonies in Troy, Walsh Institute Founder and President Mervyn B. Walsh is awarded the first Walsh College honorary doctorate. The North Central Association of Colleges and Schools (NCA) accredits Walsh College degree programs. Enrollment surpasses 1,000 students.

**1978** A Port Huron campus opens near St. Clair County Community College. The Troy campus is expanded by 8,400 square feet with a new student lounge and business office.

**1980** Walsh College offers a second graduate degree: the Master of Science in Professional Accountancy (renamed the Master of Science in Accountancy in 2003), and establishes a professional education department. The NCA extends Walsh’s accreditation for 10 years, the maximum allowable timespan.

**1982** Walsh College marks its 60th anniversary with a Founder’s Day celebration. The Troy campus is expanded by 10,400 square feet to include a new library, faculty offices, a sky-lit lounge, and computer labs. A Computer-Based Information Systems major is added to the Bachelor of Business Administration program.

**1984** Enrollment exceeds 2,000 students. On January 31, Walsh Institute Founder and President Mervyn B. Walsh passes away at the age of 93.

**1986** Walsh offers a Master of Science degree in Finance. Extension courses are taught at Macomb Community College, Royal Oak Shrine High School, and Detroit’s Renaissance Center.
Introduction

1988 Marketing is offered as a major within the Bachelor of Business Administration degree. Enrollment exceeds 2,500 students as the College offers classes at the MSU Management Center, Port Huron, Warren, Farmington Hills, Detroit, and Troy.

1989 Walsh announces the Master of Science in Management degree.

1991 Walsh President Jeffery W. Barry retires and David A. Spencer is appointed Walsh College’s fourth president. Walsh signs on as a partner institution to offer courses at Macomb Community College’s new University Center in Clinton Township.

1993 After surveying students, faculty, community leaders, and businesses, Walsh College administrators decide to build a campus in Novi.

1996 Walsh College offers a Master of Science in Information Management and Communication degree in response to changing workplace needs. Land is purchased for the Novi campus.

1998 The Walsh MBA degree launches with 274 students, twice the number expected. The 35,000-square-foot Novi campus opens with a capacity of 2,200 students and features 14 classrooms, an electronic library, bookstore, student lounge, administrative and faculty offices, and computer labs.

1999 Walsh College offers its first online courses, and 436 students take courses electronically. Keith A. Pretty is appointed the fifth president of Walsh College.

2000 Walsh College offers two new graduate degrees: a Master of Arts in Economics and a Master of Science in Business Information Technology (renamed the Master of Science in Information Systems in 2006). The College launches a long-range strategic action plan for the 21st century.

2001 The College receives a full ten-year extension on its accreditation from the NCA, which also allows Walsh to offer full online degree programs.

2002 Walsh College revises its accounting program to fulfill the 150 instruction hours required by the State Board of Certified Public Accountants and offers students both bachelor’s and master’s degrees in accounting. A Personal Financial Planning designation is added to the curriculum.

2003 The National Security Agency and Department of Homeland Security designate Walsh as a Center of Academic Excellence for Information Assurance Education for mapping its curriculum to industry standards. The Bachelor of Science in Business Information Technology and Master of Science in Managing Manufacturing Operations degrees are offered.

2004 Walsh College names its first Adams Entrepreneurial Fellows through a publicly funded program where entrepreneurial students/alumni are paired with local business leaders who employ and mentor them for a year. The Walsh College Foundation is formed to accept charitable gifts.

2005 Walsh offers a Master of Science in Information Assurance degree. The Master of Science in Taxation marks its 30th anniversary and the Master of Science in Accountancy marks its 25th anniversary.

2006 Walsh announces an Honors Fast Track program and a Master of Science in International Business degree, and is re-designated a Center of Academic Excellence for Information Assurance Education. Ground is broken at the Troy campus for the Jeffery W. Barry Center, named for Walsh President Emeritus Jeffery Barry, who dies on July 8 after a long illness. Stephanie W. Bergeron, vice chair of the Board of Trustees, is named interim president.

2007 The Board of Trustees appoints Stephanie W. Bergeron the sixth president and chief executive officer of Walsh College. Walsh signs a Memorandum of Understanding with China’s Southwestern University of Finance and Economics (SWUFE) to exchange faculty and students and develop joint academic programs. The College offers a Master of Science in Strategic Leadership and its first doctoral program, the Doctor of Management in Executive Leadership.

Commitment to Quality and Technology

Walsh’s reputation for excellence and quality was the gold standard in 1922 and continues as the hallmark today. Students find that the College’s programs are challenging.

As a result of their commitment and educational preparation, Walsh graduates report that they arrive in the workplace ready to perform in a competitive environment. Since the 1960’s, 11 Walsh students have earned the coveted William A. Paton Award for achieving the highest score in Michigan on the Certified Public Accounting (CPA) examination. Walsh students rank seventh in the nation on the Certified Management Accounting exam and ninth on the Certified Financial Manager exam.

Walsh College continues to invest in the technological future, both inside and outside of the traditional classroom. Nearly all rooms at the Troy and Novi campuses are equipped with liquid crystal display (LCD) projectors and many have SMART Boards™ that are used during presentations by instructors, facilitators, and students. Electronic library research tools maintained on the Walsh College Web site include a multitude of database sources, CD-ROMs, and online magazine and journal subscriptions. These tools allow students to access information online from anywhere, at any time. Secured information is stored behind password-protected systems; most applications utilize only one username and password and automatically pass through from one system to another without further intervention. The Troy and Novi campuses also have free wireless Internet access in all common areas for student use.
Demonstrate Mastery of a Business Discipline

Demonstrating knowledge and skills in a chosen business discipline, demonstrating an ability to analyze and present concepts and theories within the business discipline, and effectively applying the business discipline concepts and theories in a business setting.

Walsh College has instituted a comprehensive outcomes assessment program designed to measure and improve student learning in these areas as well as in specific disciplinary knowledge and skills. Each undergraduate and graduate program has clearly articulated objectives for the knowledge, skills, abilities, and behaviors a student acquires upon completing a program or course of study.

Some students may be required to participate in outcomes assessment by completing a survey, sitting for an examination, compiling a portfolio of academic work, or providing other academic indicators. When asked by the College, students are expected to participate in one or more of the evaluative measures. Alumni and various stakeholders are also asked to participate in outcomes assessment to provide further information on the quality of the programs and courses offered at Walsh.

All or some students may be required to take one or more examinations designed to measure the level of achievement in each Core Competency and achievement in their program as a prerequisite to graduation. Unless otherwise specifically stated in an individual program, no minimum score or level of achievement is required for graduation.

The information obtained through outcomes assessment is one method used to improve student learning and teaching at the course, program, and institutional level and to ensure continuous quality improvement in all programs. All assessment results will be confidential and will be presented anonymously and in aggregate form.

College Web Site

Walsh College maintains a Web site at http://www.walshcollege.edu. For questions related to the Web site, contact the Walsh College Marketing Department.

College Colors

Walsh College’s school colors are royal blue and white.

College Publications

Walsh College Catalog

The Catalog, located on the College Web site, is an official publication of Walsh College. It outlines the general operations, curricula, graduation requirements, and academic/student services policies currently in effect at Walsh College. The Catalog is not a contract between the individual student and Walsh College or its Board of Trustees. The
College reserves the right to make changes to any policies, procedures, or programs at any time.

The College may periodically print and distribute copies of the Catalog; however, the online Catalog supersedes any printed versions and is the Catalog source for students. Changes in academic policies that impact students will be communicated to students in a timely and appropriate manner. Any academic program change will normally be communicated at least one academic term prior to the effective date of change. In addition to updating the online Catalog, changes may be communicated through the Registration Materials/Schedule of Classes, posters and/or by regular or electronic mail. Students are expected to read the Catalog. Failure to do so does not excuse students from the requirements and regulations described.

**Notice of Policy Changes**

All policies and procedures outlined are intended to serve for the current school year; however, the College reserves the right to make modifications as deemed necessary. If and when changes are made, appropriate efforts such as posting changes on the College’s Web site and/or other forms of communication will be made to notify the College community.

**Registration Materials/Class Schedules and Newsletters**

The College makes every effort to provide information to students that may assist them in achieving their academic goals. Prior to each semester, a registration packet and schedule of classes are printed and also posted online. Copies of the printed material are available on campus and mailed to new and graduating students. This publication often contains new information and should be reviewed by students every semester. In addition, the College publishes a quarterly student bulletin offering updates on student services and events.

**E-Mail Notices**

All students are assigned a Walsh College e-mail address, and timely information will be sent to students through this communication method. This is a Thawte™ digitally secured site which protects the confidentiality of its usage. Students who regularly use another e-mail account are able to forward their Walsh e-mail to that account.

**Academic Curriculum**

The academic curriculum in the Catalog as of September 1, 2007, is for students enrolling at Walsh College for fall 2007 through the summer 2008 semesters. Students who were enrolled prior to the fall 2007 semester remain under the provisions pertaining to academic programs and honors designations set forth in the Catalog in effect when they first enrolled. The following exceptions apply:

Undergraduate and graduate students who have not attended or enrolled in any coursework at Walsh College for 12 months prior to fall 2007 and are readmitted from fall 2007 semester through summer 2008 will return under this Catalog.

- Students have the option to change to a new academic program, major, or degree as outlined in the Catalog in effect at the time they formally select the new program, major, or degree. An official program change request must be made with written approval from an academic advisor. All current admissions requirements and policies will apply.

- In all circumstances, it is the student’s responsibility to follow the academic program requirements outlined at the time of original admittance to the College or to officially change to the most current academic program.

- Current students who change their academic degree programs while attending Walsh College for the 2007-2008 academic year will follow the curricula and any related graduation, grading, or academic policies as detailed in this Catalog. A change in academic degree program may result in additional coursework.

- If a course is deleted from a curriculum before a student has completed the course, the student will replace the course with an approved course substitution.

- The course prerequisites noted in the Registration Materials/Schedule of Classes for each semester supersede the 2007-2008 Catalog.

**Student Classifications**

An individual may attend classes at Walsh College only by making formal application and by being admitted to the College under one of the student classifications listed. All students, regardless of their classification status, are subject to the policies and regulations of Walsh College outlined in this Catalog, published in subsequent bulletins, or posted at the College.

**Undergraduate**

A student attending classes as an undergraduate degree candidate must meet the admissions requirements set forth in the section entitled Undergraduate Admission. The student must successfully complete all the prescribed coursework to meet the admissions requirements for an undergraduate degree. A student entering Walsh College as an undergraduate degree candidate will be issued an academic program sheet prior to registering for classes. Only a student officially accepted by the College may enroll in classes. An undergraduate student is classified based upon the number of semester credit hours earned. A junior is defined as a student who has completed between 60 and 95 semester credit hours. A senior is defined as a student who has completed 96 or more semester credit hours.
Graduate
A student attending classes as a graduate degree candidate must meet the admissions requirements set forth in the section entitled Graduate Admission. Graduate coursework successfully completed by a student while attending classes under this status is applicable toward the graduation requirements necessary for a graduate degree. Graduate degree candidates will be issued an academic program sheet prior to registering for classes. Only a student officially accepted by the College may enroll in classes. A student attending classes as a graduate degree candidate will be required to satisfactorily meet all course prerequisites. Courses taken as a certificate student seeking candidate will be issued a certificate program sheet prior to registering for classes. Only a student officially accepted by the College may enroll in classes.

Doctoral
A student attending classes as a doctoral degree candidate must meet the admissions requirements set forth in the section entitled Doctor of Management in Executive Leadership Admission. Only students officially accepted by the College as a doctoral degree candidate may enroll in doctoral-level classes.

Non-Degree
An individual may attend Walsh College as a non-degree student by meeting the minimum admissions requirements for the academic level of the courses he/she wishes to take. For example, an individual who wishes to take undergraduate courses on a non-degree basis must meet the minimum admissions requirements for an undergraduate student. Only students officially accepted by the College may enroll in classes. A student attending under this status will be required to satisfactorily meet all course prerequisites and will receive college credit for courses successfully completed. All courses taken and grades received will appear on a non-degree transcript. If credit earned as a non-degree student is later applied toward a Walsh College degree or certificate program, the credits attempted and grades earned will be considered Walsh College credit and will be computed in the student’s cumulative grade point average as part of the academic transcript. Time limitations for transferability as determined by each academic area may apply.

Certificate
An individual attending classes as a certificate student must meet the admissions requirements for each certificate as set forth in the section titled Certificate Programs. Coursework successfully completed by a student while attending classes under this status will earn college credit and will be applicable toward the requirements necessary to earn a certificate. A student entering Walsh College as a certificate-seeking candidate will be issued a certificate program sheet prior to registering for classes. Only a student officially accepted by the College may enroll in classes. Certificate seeking students will be required to satisfactorily meet all course prerequisites. Courses taken as a certificate student will be reflected on a non-degree transcript.

Guest Student at Walsh College
An individual who is actively pursuing a degree at another accredited institution may enroll in selected courses at Walsh College under the status of a guest student. Accredited institutions are those approved by the Higher Learning Commission of the North Central Association of Colleges and Schools or from one of the following regional associations of colleges and schools: Middle States, New England, Northwest, Southern, or Western. Walsh College reserves the right to deny guest status and/or to limit the number of courses taken as a guest student.

Guest students will be required to meet all Walsh College course prerequisites. Courses taken as a guest student are reflected on a non-degree transcript. If credit earned as a guest student at Walsh College is later applied toward a Walsh College degree or certificate program, the credits and grades earned will be considered as Walsh College credit and computed in the student’s cumulative grade point average as part of the academic transcript. Time limitations for transferability as determined by each academic area may apply.

Guest Student at Another Institution
A Walsh College student may request to enroll in coursework at another accredited college or university under the status of guest student. The student must receive written approval from the Admissions and Academic Advising office for guest student status before enrolling in a course. Permission may be granted when a course is not available at Walsh College in a critical time sequence for the student to graduate. If approval is granted, the Michigan Uniform Guest Application will be signed by the director of Admissions and Academic Advising and affixed with the College seal. It is the student’s responsibility to verify that the institution is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or from one of the following regional associations of colleges and schools: Middle States, New England, Northwest, Southern, or Western.

The following criteria must be met:

- The student must complete the coursework in the semester specified on the approved guest application.
- Undergraduate students must earn a grade of “C” (2.000) or better to have the credits applied toward Walsh College undergraduate degree program. Credits
earned as a guest student are considered transfer credit and will not be computed in the student’s cumulative grade point average.

- Graduate students must earn a grade of “B” (3.000) or better to have the credits applied toward a Walsh College graduate degree program. Credits earned as a guest student are considered transfer credit and will not be computed in the student’s cumulative grade point average.

It is the student’s responsibility to have an official transcript forwarded to Walsh College upon course completion at the guest college or university.

Audit Student

An individual who does not qualify for admission to either the undergraduate or graduate degree programs at Walsh College or who wishes to take courses on a no-grade, non-credit basis can enroll under the status of audit student. Enrollment in courses as an audit student is subject to class availability.

Only a student officially accepted by the College may enroll in classes. Courses taken as an audit student are on a no-grade, non-credit basis, and college credit will not be granted. An audit student pays the same tuition and fees as one who takes the course for credit. Courses taken as an audit student will be reflected on a non-degree transcript.

International Students

After being admitted to Walsh College, a student who attends school on an F-1 visa and requires an I-20 form should contact a designated school official (DSO)/international student advisor in the Admissions and Academic Advising office for specific requirements. The United States Citizenship and Immigration Service (USCIS) requires a student on a non-immigrant student visa to pursue full-time enrollment in a specified undergraduate or graduate degree program. International students should refer to the International Student section of this Catalog for additional requirements.

Veterans

Walsh College has been approved by the Michigan Department of Labor and Economic Growth to offer training and education for veterans and other eligible persons under the Department of Veterans Affairs (VA) educational programs. In order to receive VA benefits, a student must be admitted to Walsh College as an undergraduate or graduate degree-seeking student. A student receiving VA educational assistance benefits is expected to maintain the same standards of academic progress as all other students. The College is required to notify the Department of Veterans Affairs if a student is on academic probation for more than two semesters without making progress in raising his/her grade point average. The College is also required to report if a student drops or withdraws from a class or fails a course due to non-attendance or a stop in attendance.

A student attending another institution for college credit that will be applied toward a Walsh College degree program, as approved through dual enrollment or guest student policies, must notify a VA representative in the Records and Registration office regarding the number of classes and credit hours taken outside Walsh College. Certification of enrollment at the other institution will apply only toward courses within the student’s declared academic program at Walsh College.

Once admitted as a student, veterans must contact a VA representative in the Records and Registration office and obtain a Walsh College certification packet, which includes a certification request form. The certification request form must be submitted each academic year before the student’s enrollment can be certified.

It is the responsibility of each student receiving VA educational benefits to notify the Records and Registration office of any changes in enrollment, program status, address, or benefits. Questions relating to attendance, eligibility of veterans, widows, dependents, or children of deceased veterans should be directed to a VA representative in the Records and Registration office. Questions concerning the Vocational Rehabilitation Program should be directed to the Admissions and Academic Advising office. Students can also access information on Veterans issues at http://www.va.gov.

Servicemembers Opportunity Colleges

Walsh College is a member of Servicemembers Opportunity Colleges (SOC), a consortium of more than 1,800 colleges and universities that provide college-level educational opportunities for service members and their families. As an SOC member, Walsh College:

- Recognizes the GED high-school equivalency certificate/diploma;
- Recognizes learning gained from specialized training and experience in the military services;
- Establishes competency by nationally recognized means, such as standardized tests;
- Maintains a flexible transfer of credits policy for the mobile, active-duty service member;
- Conducts a timely evaluation of the educational records and relevant experiences of service members;
- Completes a student agreement or degree completion plan for all degree-seeking service members.

For additional information, please contact a VA representative in the Records and Registration office.
Student Enrollment Classification

For visa status compliance, international students should contact the international student advisor/DSO in the Admissions and Academic Advising office. For purposes of enrollment certification, financial aid, scholarships, and veterans’ payment eligibility, the following criteria will be used:

**Undergraduate Students**

<table>
<thead>
<tr>
<th>Enrollment Level</th>
<th>Semester Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>12 or more</td>
</tr>
<tr>
<td>Three-Quarter</td>
<td>9-11</td>
</tr>
<tr>
<td>Half Time</td>
<td>6-8</td>
</tr>
<tr>
<td>Less than Half</td>
<td>1-5</td>
</tr>
</tbody>
</table>

**Graduate Students**

<table>
<thead>
<tr>
<th>Enrollment Level</th>
<th>Semester Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>9 or more</td>
</tr>
<tr>
<td>Three-Quarter</td>
<td>6-8</td>
</tr>
<tr>
<td>Half Time</td>
<td>3-5</td>
</tr>
<tr>
<td>Less than Half</td>
<td>1-2</td>
</tr>
</tbody>
</table>

**Non-Degree, Certificate, and Guest Students**

Enrollment verification will be determined based on course level enrollment (undergraduate or graduate) and classification based on number of semester credit hours taken.

Locations

Walsh College offers classes at the following locations (see maps):

- Troy
- Novi
- Clinton Township
  *(University Center at Macomb Community College)*
- Online

Walsh College Online

Walsh College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (www.ncahigherlearningcommission.org) to offer degrees and courses online.

Degree programs offered completely online include:

- Master of Business Administration
- Master of Science in Information Assurance
- Bachelor of Business Administration, with majors in:
  - Finance
  - General Business
  - Management
  - Marketing

Additionally, many other degree and certificate programs offer a portion of their courses online.

The Online Course Environment

Students taking a Walsh online course can be confident that they are receiving the same quality and content that they would receive in the classroom. Basic course components include an online syllabus; weekly objectives; readings and lectures; weekly discussion board participation; assignments; and online exams, quizzes, and practice tests. To ensure student success in an online course, a required online or on-site orientation that simulates an online course must be completed before students take their first actual online course. Online courses incorporate various media. In order to access online learning assignments students must have access to a computer that meets all hardware and software requirements. These requirements are available at https://online.walshcollege.edu and will also be distributed during the orientation for online courses.

The online course environment is small, averaging 25 students per class, and the instructor is available online through instant messaging or private chat. Students and instructors also communicate online via a discussion board and e-mail. Students can expect a response to questions from their instructor within 24 to 48 hours. Walsh online courses include a Help feature that instantly pages the Online Learning technology staff, which typically resolve requests within 24 hours.

Blended Courses

Blended courses provide a balance between in-classroom and online learning so students can benefit from the best of both offerings. Students are able to enjoy the flexibility and self-directed learning associated with online courses while engaging in dynamic face-to-face interaction with instructors and fellow students. See the Registration Materials/Schedule of Classes for more information.

Hybrid Courses

Hybrid courses augment in-class meetings with various technologies to enhance classroom instruction. The instructor decides which technologies will be used in the hybrid course. See the Registration Materials/Schedule of Classes for more information.
A packet of information for international students is available from the Admissions and Academic Advising office. International students must provide evidence of financial support sufficient to cover all expenses. A statement assuring full financial responsibility is required and must be signed by the international student and his/her parent, guardian or sponsor, assuring full financial responsibility for the student. The required amount depends on the student’s academic program and level, and assumes full-time enrollment and living expenses to cover three semesters of full-time study. International students must also submit the F-1 Responsibilities Form and the initial I-20 Request Form, which is included in the international packet. Federal and state financial aid is only available to U.S. citizens and permanent residents. Undergraduate international students, however, may be eligible for Walsh College scholarships.

After being admitted to Walsh College, students who enroll on an F-1 visa and require an I-20 form should contact a designated school official (DSO)/international student advisor in the Admissions and Academic Advising office for specific requirements. The United States Citizenship and Immigration Service (USCIS) require that students on a non-immigrant student visa pursue full-time enrollment in a specified undergraduate or graduate degree program.

International students who maintain the specified enrollment status are allowed to work on campus for a maximum of 20 hours per week if positions are available. Off-campus employment is not allowed unless approved by the USCIS, and only for practical training or for economic hardship. Students should contact a DSO/international student advisor in the Admissions and Academic Advising office for further information pertaining to employment.

USCIS regulations and rulings are subject to change at any time. Please contact a DSO/international student advisor in the Admissions and Academic Advising office with questions regarding the most current USCIS regulations and rulings.

### Undergraduate and Graduate Admissions Procedures

To apply to any Walsh College undergraduate or graduate degree program, an admissions application must be submitted along with the non-refundable application fee. Walsh College graduates and former Walsh College students are not required to submit a second application fee. Application may be made at any Walsh College campus or through the Internet at www.walshcollege.edu.

Every attempt will be made to process applications in time for accepted students to enroll in their intended semester of attendance. Admissions applications will be accepted until the beginning of a given semester, upon receipt of all required documents. It is recommended that international students apply eight weeks prior to the beginning of the semester in which they want to enroll, especially if they are coming directly from outside of the United States. Applicants will be considered for admission when the Admissions and Academic Advising office receives evidence of the achievement of minimum admissions requirements. Official admission to the College will be granted only upon receipt of all official transcripts and required documentation, although an individual may initially be admitted based upon a review of unofficial materials and contingent upon receipt of final transcripts and fulfillment of grade point average requirements.

It is the responsibility of the applicant to formally request that official transcripts be sent to Walsh College from all previous academic institutions. Official transcripts are required for admission in order to become a student at Walsh College. Indebtedness or transcript holds at another institution may prevent processing of the admissions application and/or class registration.

Individuals who hold a non-immigrant visa, who are permanent residents, or who are naturalized citizens with international transcripts, must submit these transcripts to one of the approved agencies specializing in the course-by-course evaluation of international educational credentials. The approved agencies include World Education Services (www.wes.org) or Educational Credential Evaluators (www.ece.org). The applicant is responsible for bearing all costs associated with obtaining this evaluation and for submitting these transcripts with sufficient time for this agency evaluation. Only upon the receipt of this evaluation will the applicant be considered for admission to Walsh College.

After receiving the applicant’s official transcripts, the Admissions office will evaluate the transfer of academic credits based upon all previous college coursework at the 100 level and above. Any discrepancy between official and unofficial transcripts will result in the adjustment of any previously noted equivalencies, and may affect eligibility for admission or a change in admissions status from contingent to admission denied. Generally accepted transfer policies are practiced along state and federal guidelines. Upon completion of the evaluation, a letter will be sent to the applicant reflecting the status of his/her application and admission to the College.

An applicant may contact the Admissions and Academic Advising office at any time during this process to inquire about specific policies and procedures or the status of his/her application. A newly admitted student may enroll in any semester within 12 months following admission to Walsh College. Failure to complete at least one course within the 12 months from admission will necessitate re-application. After 24 months of non-enrollment, the application, official transcripts, and all related documentation will be destroyed.
Admission on a Student Visa

Any individual seeking admission to Walsh College as an international student on an F-1 Student Visa must meet the general admissions requirements for undergraduate or graduate degree programs at Walsh College. The admissions application must be submitted along with the non-refundable application fee. In addition, these individuals must also meet the following requirements:

- Proof of English language proficiency must accompany an admissions application from individuals who speak English as a second language (ESL). However, if the student meets the written communication requirement, the English language proficiency requirement is waived.
- Provide official statements of financial support through personal or sponsored funds.
- Provide evidence of health insurance upon arrival in the United States. Health insurance must be purchased through Walsh College. Please visit our Web site at www.walshcollege.edu for more information.
- Arrange for their own living accommodations and transportation to and from campus locations. Walsh College does not offer residential facilities or transportation to classes.
- Have transcripts evaluated course-by-course for international credentials by World Education Services (www.wes.org) or Educational Credential Evaluators (www.ece.org) and submitted along with the admissions application. The applicant is responsible for all related costs.
- Maintained good standing of their previous F-1 status (applicable to transfer students) according to United States Citizenship and Immigration Service (USCIS) regulations.

All application materials should be available for consideration by the international advisor at least eight weeks prior to the first date of the semester for which the applicant is seeking admission. Only upon full admission to the College will an I-20 be issued. All student visa holders are required to maintain full-time standing as defined in the Student Enrollment Classification section and pursue their designated program of study.

Non-Native Speakers of English

Individuals seeking application to an undergraduate, graduate, non-degree or certificate program for who English is not their first language must provide proof of English language proficiency. This proof may be in the form of one of the following:

1. A degree (high school or college degree) awarded from an English-speaking institution
2. TOEFL score of 550 (written) or a computerized TOEFL score of 213; or an Internet-based TOEFL of 79-80; or MELAB score of 80; or MTELP score of 80
3. Proof of successfully passing an English composition course with a “C” (2.000) or better,

All undergraduate students must complete an English composition course in order to be admitted. This will waive the English proficiency requirement.

Qualified personnel in American consulates, USIS offices, certain colleges and universities, and certain bi-national centers administer the TOEFL. The MELAB and MTELP are administered locally. An official document of these test scores must be sent to Walsh College for consideration in processing the admissions application. The TOEFL scores are valid for two years; the MTELP/MELAB scores are valid for five years. Transcripts from the degree-granting institution may be accepted as proof of English language proficiency. Walsh College retains the right to require re-examination or further English language studies at a qualified institution for any non-native speaker of English. For additional information on international transcript evaluation and admission to the College for those individuals pursuing a student visa, please see the section entitled Admission on a Student Visa.

Student Enrollment Classification

For visa status compliance, please contact the international student advisor/DSO.

Undergraduate International Students

Full Time...................12 semester credit hours or more

Graduate International Students

Full Time...................6 semester credit hours or more

Enrollment verification will be determined based on course-level enrollment (undergraduate or graduate) and classification based on number of semester credit hours taken.

Advising

The Admissions and Academic Advising office provides support programs and services to assist international students in achieving their goals. International students should meet with an international advisor if they experience academic difficulties, have questions about their academic program, or seek tutoring assistance. All international students are encouraged to meet with an international student advisor during their first semester and afterward as needed.

The academic program sheet given to students upon admission outlines the course of study at Walsh College based on the Catalog in effect at the time of admittance. Students may change programs of study, major, or degree to the newest Catalog year, with approval of an advisor in the Admissions and Academic Advising office. They must also
meet with an international student advisor so that appropriate changes can be made to their I-20. Students are encouraged to review their program of study each year. An advisor will confirm specific courses remaining for program completion and review the cumulative and major grade point average to ensure that students are meeting the expected requirements.

Change of Major, Minor, or Degree Program
A student who would like to explore changing majors, minors, or degree, or to add a second major, should see an academic advisor to discuss alternatives that suit the new interests. A student desiring to change his/her degree program, major, or minor must officially request this change with an academic advisor. A complete evaluation will be required to determine appropriateness and fulfillment of admissions criteria for the new degree or major. The student will be placed on the most current program of study and will be issued a new academic program sheet. All current admissions requirements and policies will apply. In addition, international students must see an international student advisor so that proper changes can be made to their I-20.

Orientation
The Admissions and Academic Advising office conducts a mandatory international student orientation program prior to the beginning of each semester. The student’s I-20 is distributed at this session. In addition, the orientation provides new international students with the opportunity to become acquainted with the College’s academic and administrative staff, policies, curriculum, and most important, F-1 and immigration rules and regulations. Faculty and current students attend the orientation to welcome new students; and information about student organizations and campus services is available. Campus tours are offered and the bookstore remains open during the session to provide the opportunity to purchase course materials. New students are notified of the date, time, and location upon admission.

Financial Aid
International students with an F-1 visa are not eligible for federal or state financial aid. However, undergraduate international students may apply for scholarships. For scholarship purposes, an international student must use an approved outside service agency to have a course-by-course evaluation of transcripts for U.S. credit and grade equivalents. Scholarship funds will not be awarded without a valid transcript. Contact the Admissions and Academic Advising office for further information.

Scholarship Categories
A variety of scholarships are available for Walsh College undergraduate students. These scholarships are based upon academic achievement, minority status, academic program, and/or financial need. Prospective international transfer students who demonstrate strong academic performance may apply for a Walsh College scholarship after completing only 30 credit hours at a community college. Students must be enrolled on at least a half-time basis in order to receive scholarship funds. New international undergraduate students may apply for up to four specific categories of scholarships.

Jeffery W. Barry Endowed Scholarship
Walsh College’s most prestigious academic scholarship is awarded to new undergraduate transfer students majoring in accounting.

Community College Excellence Awards
This scholarship is given to undergraduate students transferring from a Michigan community college. Students must have a minimum of 60 semester credit hours to transfer to Walsh College. Scholarship criteria will include the student’s academic program as well as cumulative grade point average.

Academic Awards
These scholarships are awarded to undergraduate transfer students based on their proposed major and cumulative grade point average.

Multicultural Awards
These scholarships are awarded to undergraduate minority students and are intended to enhance diversity at Walsh College.
This section of the 2007-2008 Catalog provides details on Walsh College undergraduate degree programs and the requirements of all bachelor’s degree students, including professional core, program core/major, and elective courses. Admissions procedures and requirements, as well as graduation requirements, are also included in this section.

Walsh bachelor’s degree programs include:

**Bachelor of Accountancy (BAcc)**

**Bachelor of Business Administration (BBA)**

*with majors in:*
- Accounting Processes
- Finance
- General Business
- Management
- Marketing

**Bachelor of Science in Business Information Technology (BSBIT)**

**Special Notes**

- It is recommended that students meet with an academic advisor prior to enrolling in a bachelor’s degree program to finalize their specific curriculum plan. Advisors are available at all Walsh College campuses. Students should schedule an appointment prior to registering for their first semester.

- Once enrolled at Walsh, students may seek academic advising through the Admissions and Academic Advising office and/or career counseling through the Career Services office.

- All undergraduate degree programs must be completed within 60 consecutive calendar months from the first semester of enrollment at Walsh College, as designated by the first semester attended on the student’s Walsh transcript. If a student changes his/her major or degree program the student has 60 consecutive calendar months in which to complete the new major or degree program starting with the semester in which the program change occurred. Extensions to this time requirement will only be granted upon review of the request by the director of Admissions and Academic Advising or designee in conjunction with the academic department chair. Students may be required to complete additional coursework and/or update to the current Catalog year and degree requirements.

- Credit is earned toward an undergraduate degree at Walsh College by successfully completing specific courses designated within each degree program.

- Students on an academic program may choose allowable electives for the same academic program that are offered in future Catalog years. Students are not required to update to the future academic program/Catalog year to enroll in the new elective courses.

- Students on an academic program may choose a specialization for the same academic program that is offered in future Catalog years. Students are not required to update to the future academic program/Catalog year to select the new specialization.

- Undergraduate students are eligible to take a maximum of six semester credit hours of approved graduate-level coursework applicable to their undergraduate degree program.

- Course requirements vary by degree program. All required courses are listed in each degree section and must be completed to fulfill graduation requirements.

- Generally a minimum of 127 semester credit hours (including credits transferred into Walsh College) must be completed to earn a bachelor’s degree. Generally, a minimum of 45 semester credit hours must be taken in residence at Walsh College. See Acceptance of Equivalent Credit and Honors Fast Track sections for additional transfer credit options.

**Admission to Walsh College Undergraduate Programs**

**Admissions Procedures**

To apply to any Walsh College undergraduate degree program, an Admissions Application Form must be submitted along with a non-refundable application fee. Former Walsh College students are required to submit an Admissions Application Form, but are not required to pay a second admissions application fee. Applications can be submitted at any Walsh College campus or online by visiting the College Web site at www.walshcollege.edu.

Admitted students can begin their studies at the start of any academic semester. Admissions applications will be accepted until the last day to register for classes for the semester in which the applicant wishes to enroll. An applicant’s admissions status will be determined upon receipt of all required documents. Every attempt will be made to process the application in time for admitted students to enroll in their intended semester of initial attendance. To facilitate the admissions process, applicants are encouraged to submit student or unofficial copies of transcripts from all colleges attended, along with the admissions application.

Applicants will be considered for admission when the Admissions and Academic Advising office receives evidence of attainment of the minimum admissions requirements. Official admission to the College will be granted only upon receipt of all official transcripts and required documentation.
An individual may be admitted on a contingent basis upon review of unofficial transcripts. A student’s admissions status will remain contingent until receipt of final transcripts and fulfillment of minimum admissions grade point average requirements.

It is the responsibility of the applicant to contact all colleges/universities currently and previously attended and request that official transcripts be sent directly to Walsh College. Copies of transcripts hand-delivered by the students are not considered official. All official transcripts must be received in order for an applicant to be fully admitted as a student at Walsh College. Indebtedness or transcript holds at another institution may prevent processing of the admissions application and/or registration.

For information on international transcript evaluation and admission to the College for those individuals pursuing an F-1 Student Visa, please see the section entitled International Students.

After receiving the applicant’s official transcript(s), the Admissions and Academic Advising office will evaluate transfer of academic credit based upon all previous college coursework taken at the 100 or 1000 level and above. Any discrepancy between official and unofficial transcripts will result in the adjustment of any previously noted equivalencies and/or transfer credits, and may affect eligibility for admission or change an applicant’s admissions status from “contingent” to “denied”. Generally accepted transfer policies are practiced along state and federal guidelines. Upon completion of the evaluation, a letter will be sent to the applicant reflecting the status of his/her application and admission to the College.

Applicants can contact the Admissions and Academic Advising office during this process to inquire about specific policies and procedures or the status of their application. An applicant may enroll in any semester within the 12 consecutive calendar months following admission to Walsh College. If an applicant does not enroll and complete at least one course within 12 consecutive calendar months following admission, he/she must reapply for admission. If the applicant does not reapply for admission within 24 calendar months after admission to the College, his/her application, official transcripts, and all related documentation will be destroyed. Applicants who reapply to the College will be required to resubmit all pertinent transcripts and documents to Walsh College.

**Admissions Requirements**

For consideration for admission to a Walsh College undergraduate degree program, an applicant must:

- Have a minimum entering cumulative grade point average of 2.000 on a 4.000 scale; all previous college/university-level coursework will be computed in this calculation.

- Successfully complete, with a grade of “C” (2.000) or better, a minimum of 60 semester credit hours (90 quarter hours) of coursework at the 100 or 1000 level or above.

All academic coursework considered for use in meeting admissions requirements or for use in establishing directly equivalent transfer credit must be from an institution accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern, or Western.

Additional requirements for admission to the Bachelor of Science in Business Information Technology degree include:

- Expected proficiency in current personal productivity tools (word processing/spreadsheet/presentation graphics and personal databases)

- A minimum of 12 semester credit hours and/or the equivalent of acceptable transfer coursework in the area of computer information systems or technology completed within five years prior to application for admission; to include a minimum of:
  1. one programming course;
  2. one course in systems lifecycle;
  3. one course in databases, and
  4. one course in networking fundamentals.

All prospective students are encouraged to meet with a transfer advisor/counselor at their originating institution or to schedule an appointment with a Walsh College academic advisor to develop a transfer plan. This transfer plan will include identifying transfer equivalencies to meet admissions requirements for required courses. Community college transfer students should refer to their Walsh College Equivalency Guide for their respective community college.

**Acceptance of Equivalent Credit**

If an applicant has completed more than the 60 semester credit hours required for admission to a Walsh College undergraduate degree program, he/she may apply an additional 22 to 31 semester credit hours, in directly equivalent credit, toward the undergraduate degree program elected. A maximum of 82 semester credit hours of freshman/sophomore (100/200 or 1000 level and above) level coursework may be transferred into Walsh College and applied toward an undergraduate degree. Transfer of credit above 82 semester credit hours for a maximum of 91 semester credit hours will only be accepted from an accredited institution for equivalent junior/senior (300/400 level and above) level coursework at Walsh College.
Academic department chairs will review this coursework on a case-by-case basis for approval and equivalency. Graduates who received an undergraduate degree from Walsh College and choose to pursue a second undergraduate degree may transfer up to 91 semester credit hours toward the second undergraduate degree program.

To be eligible to transfer as equivalent credit, the coursework must be identified as being equivalent to specific courses that are being taught currently at Walsh College and are required for the undergraduate degree program designated by the applicant. Any course considered for transfer equivalency must have been completed with a grade of “C” (2.000) or better. Certain coursework may only be awarded equivalent credit if the specific transfer course was completed within 60 calendar months prior to the semester of admission.

**Honors Fast Track Program**

Walsh has partnered with local community colleges to offer a new program that gives students the ability to transition from their associate’s degree through their bachelor’s and master’s degrees in business. The “best fit” option for the Honors Fast Track Program is the associate’s degree in business with the Bachelor of Business Administration (BBA) degree with a management major and the Master of Business Administration (MBA) degrees at Walsh College, all within 150 semester credit hours. To qualify for the program, high school students must have a minimum cumulative high school GPA of 3.300 and a minimum ACT composite score of 22. Community college transfer students must have a cumulative GPA of 3.300 or higher in all previous college coursework. Once admitted to the program, Honors Fast Track students will have the ability to transfer a maximum of 87 semester credit hours from a local community college to Walsh College to complete the requirements for both their bachelor’s and master’s degrees.

Once admitted to Walsh College, Honors Fast Track students must maintain a cumulative grade point average of 3.300 at the conclusion of each semester. Failure to meet the Honors Fast Track Program defined standards as outlined in the Honors Fast Track Agreement Form will result in ineligibility for the program and re-evaluation for the current undergraduate/graduate programs in effect at that time including admissions, course, and graduation requirements.

The Honors Fast Track Program requirements must be completed within 60 consecutive calendar months from the first semester of enrollment at Walsh College (as designated by the first semester attended on the student’s Walsh transcript). Graduation requirements for students enrolled in the Honors Fast Track Program include a minimum of 126 semester credit hours (a maximum of 87 semester credit hours transferred from an approved community college and a minimum of 39 semester credit hours completed in residence at Walsh College which may include a maximum of 12 semester credit hours of graduate level coursework).

The Honors Fast Track program continues the Walsh College tradition of providing cutting-edge transfer opportunities that meet the educational needs of its students. Please contact the Admissions and Academic Advising office to determine an approved partner community college, and for details about this exciting new program.

**Credit for Extra-Institutional Learning**

Walsh College awards credit and/or course competency waivers for documented post-secondary-level extra-institutional learning. Extra-institutional learning is defined as learning that is attained outside of the sponsorship of legally authorized and appropriately accredited post-secondary education institutions. Reliable and valid measures of learning outcomes are used to assess and grant such awards.

When applying for admission to Walsh College, a student may request credit for learning already acquired in settings outside of Walsh College. The request will be evaluated as part of the admissions process. Documentation verifying attainment of college-level learning is required.

Current sources of extra-institutional learning which may be reviewed for course credit, exclusions or waivers include CLEP; documented military coursework; courses documented by the American Council of Education Guidelines; training; and certifications or professional licensures. Contact the Admissions and Academic Advising office for additional information.

**Readmission to Walsh College**

If a student or applicant has not enrolled in any courses (as designated by the last semester attended on the student’s Walsh transcript) for 12 consecutive calendar months, the student/applicant must apply for readmission through the Admissions and Academic Advising office. At the time of readmission, all coursework will be evaluated based on current admissions requirements; required coursework and acceptable transfer equivalencies; minimum grade requirements for transfer and graduation. Time limitations for eligibility/transferability as determined by each academic area may apply. Readmitted students will be responsible for the degree requirements outlined in the Catalog year that they are readmitted and will receive a program sheet detailing their degree requirements. Students who are granted credit for previously taken courses at Walsh College may be required to complete their program in a period of time not to exceed a maximum of 60 months from initially starting at Walsh College. Transcripts of students who have been readmitted to the College will reflect all courses taken, credit hours attempted, and grades received while at Walsh College, even though previous coursework with a grade below “C” (2.000) may not be counted toward the current degree program.

Students who have been academically dismissed or placed on academic probation must meet with an advisor in the
Admissions and Academic Advising office to discuss eligibility for readmission. Please refer to the section on Academic Standing prior to reapplying for admission. Consideration of all prior activity, including student conduct, will be reviewed during evaluation and may be grounds for denial of readmission. Academic files are destroyed after five years of non-enrollment. A student seeking readmission after five years must resubmit all official transcripts and any other required documentation.

Dual Enrollment

A fully admitted student may be eligible for dual enrollment while beginning classes at Walsh College. Dual enrollment allows new students who are enrolled at a transfer community college to complete credits (freshman/sophomore or 100/200 or 1000 level and above), not to exceed 82 semester credit hours, while attending Walsh College. Dual enrollment may affect a student’s ability to receive financial aid; students are encouraged to contact the Financial Aid office prior to dual enrollment. Upon admittance to Walsh College, a student interested in dual enrollment is required to meet with an academic advisor to determine dual enrollment eligibility as well as to sign the Dual Enrollment Agreement Form.

Responsibility for adhering to course and time limit requirements as outlined in the dual enrollment agreement resides with the student. Approved students are required to follow the plan for taking courses at their transfer institutions as outlined in their signed dual enrollment agreement; any deviations from this plan must be approved in advance by the director of Admissions and Academic Advising or designee. Students approved to take coursework through dual enrollment are fully responsible for meeting all course prerequisites prior to registering for any Walsh College courses. The individual student is responsible for requesting that official copies of college transcripts documenting proof of successful completion of dual enrollment courses be sent to Walsh College. Credit for dual enrolled courses will not be awarded until proof is received in the form of official transcript(s). Course(s) determined eligible to be taken as a part of the dual enrollment agreement must be completed within one year of the first semester of enrollment at Walsh College for a maximum of four semesters. At the end of the first year, a registration hold will be placed on the student’s record until all final transcripts have been received by Walsh College.

After the first semester of enrollment at Walsh College, the dual enrollment option will not be granted. Dual enrollment approval will not be extended to current students as a means to replace guest student status. Walsh College reserves the right not to accept courses not listed on the Dual Enrollment Agreement Form or for courses taken beyond the student’s final semester enrollment date as noted in the Dual Enrollment Agreement Form.

Degree/Program Changes

A student desiring to change his/her undergraduate degree program, major, or minor must officially request this change with an academic advisor. A complete evaluation will be required before the student is admitted into the desired degree program. Undergraduate courses already completed at Walsh College will be evaluated for appropriateness for the new degree/program. The student will then be placed on the most current program of study and issued a new academic program sheet. All current admissions requirements and policies will apply.

Bachelor’s Degree Minors

A student may choose a minor while pursuing a bachelor’s degree at Walsh College. A minor is comprised of 18 semester credit hours in a specific discipline (accounting, business information technology, finance, management or marketing). Students must follow all course prerequisites. A minimum of nine of the 18 semester credit hours must be taken in residence at Walsh College and be completed prior to graduation. A grade of “C” (2.000) or better is required in each course counted toward the minor; a cumulative grade point average of “C” (2.000) is required in all courses within the discipline (accounting/tax, business information technology, finance, management, or marketing). The minor will be reflected on the student’s transcript. To select a minor, the student must meet with an advisor and complete a Bachelor’s Degree Minor Declaration form. A directed study, internship, or practicum will not be counted toward meeting the requirements of a minor.

Dual Undergraduate Degrees

Dual degrees are not available at the undergraduate level.

Double Majors

A student may pursue double majors at Walsh College. All required program core, major, and/or required elective coursework within both majors must be completed prior to graduation. The professional core courses for at least one of the degree programs must be completed if both majors are not within the BBA program.

In the instance that the student is pursuing the Bachelor of Accountancy degree and a major within the BBA or BSBIT programs, the student must complete all courses required for the Bachelor of Accountancy degree, plus complete all courses required for the second major.

The student will be awarded one degree, the Bachelor of Accountancy, and the student’s transcript will reflect the two majors earned.

The Bachelor of Business Administration in Accounting Processes and the Bachelor of Accountancy cannot be completed as double majors. The Bachelor of Business Administration with a major in General Business cannot be
completed as a double major. Contact the Admissions and Academic Advising office for specific details for individual major requirements.

**Undergraduate Degree Programs**

**Bachelor of Accountancy (BAcct)**

The Bachelor of Accountancy degree program at Walsh College consists of a specialized sequence of coursework in accounting, with related business administration topics. The coursework is designed for those interested in entering the accounting profession and interested in CPA licensure. For specific subject/credit hour requirements, contact the Walsh College Admissions and Academic Advising office or view the Michigan State Board of Accounting Web site: www.cis.state.mi.us/bcs/acct/. Students must take all courses in the professional and program core. Most undergraduate students transfer in courses that are equivalent to some of those in the professional and program core. Elective courses may also be necessary to meet residency and/or degree requirements.

**Bachelor of Accountancy Program Core**

Equivalent courses may be transferred in to replace some of these core courses.

- ACC 301 Intermediate Accounting I
- ACC 302 Intermediate Accounting II
- ACC 303* Financial Accounting Concepts
- ACC 406 Accounting Information Systems
- ACC 411 Business Combinations
- ACC 412 Government and Not-for-Profit Accounting
- ACC 415 Auditing
- ACC 419 Advanced Managerial Accounting
- BL 301 Business Law I
- BL 302 Business Law II
- TAX 495/595Introduction to Tax and Business Taxation I
- TAX 496/596Introduction to Tax and Business Taxation II

*Students are encouraged to take ACC 303 within their first 12 semester credit hours in residence at Walsh College.

If needed to complete the 45-hour residency requirements, choose from the following electives:

- ACC 488, ACC 494
- Any 300-400 level BIT course(s), except BIT 342
- Any other 400 level course(s), except BBA 420

*BAcct students may elect to take a maximum of six semester credit hours (two courses) at the graduate level in preparation for pursuing a graduate degree at Walsh College. Students may replace TAX 495 with TAX 595 and/or TAX 496 with TAX 596. Courses must be completed with a “C” (2.000) or better. Courses must be required or allowable electives in the graduate program to be considered for advanced standing. Students must meet course prerequisites.

**Bachelor of Business Administration (BBA)**

The Bachelor of Business Administration (BBA) curriculum at Walsh College provides students with a solid education in the business disciplines as well as the opportunity to major in one of five areas: accounting processes, finance, general business, management, or marketing. Students must take all required professional core and major courses. Most students transfer equivalent coursework to replace some of these courses.

**Bachelor of Business Administration Professional Core**

Equivalent courses may be transferred in to replace some of these core courses.

- ACC 201 Principles of Accounting I
- ACC 202 Principles of Accounting II
- ACC 310 Managerial Accounting
- BBA 410 Ethical Concepts and Practices
- BBA 420 The Legal and Tax Environment of Business
- BBA 461 Business Strategy and Policy
- BIT 305 Business Computing Tools
- BIT 335 Foundations of Business Information Technology
- BL 301 Business Law I
- BL 302 Business Law II
- FIN 315 Financial Management
- MGT 201 Principles of Management
- MGT 303 Behavioral Management
- MKT 202 Principles of Marketing
- QM 202 Statistical Methods for Business
- QM 301 Statistical Inference for Management Decisions

*Students are encouraged to take BBA 410 and COM 320 within their first 15 semester credit hours in residence at Walsh College.

**Students are encouraged to take COM 340 within their first 21 semester credit hours in residence at Walsh College.
COM 210 Principles of Business Communications
COM 320* Business Communication Methods
COM 340** Professional Communication
ECN 201 Principles of Economics I
ECN 202 Principles of Economics II
FIN 310 Financial Markets
FIN 315 Financial Management
MGT 201 Principles of Management
MGT 303 Behavioral Management
MKT 202 Principles of Marketing
QM 202 Statistical Methods for Business
QM 301 Statistical Inference for Management

*Students are encouraged to take BBA 410 and COM 320 within their first 15 semester credit hours in residence at Walsh College.

**Students are encouraged to take COM 340 within their first 21 semester credit hours in residence at Walsh College.

Bachelor of Business Administration Majors

BBA – Accounting Processes (ACP)

The Accounting Processes major at Walsh College is designed to provide a basic business education, a basic exposure to taxation, and a thorough exposure to the preparation of financial statements. The ACP major prepares students for a non-management accounting position in corporate, small business, or non-public accounting. This program is not designed to optimally prepare students for the professional accounting examinations.

Required Accounting Processes Major Courses

Complete the following courses:

ACC 301 Intermediate Accounting I
ACC 406 Accounting Information Systems
ACC 419 Advanced Managerial Accounting
TAX 495/595 ▲ Introduction to Tax and Business Taxation I

PLUS at least one course from the following:

ACC 302 Intermediate Accounting II
ACC 303* Financial Accounting Concepts
ACC 411 Business Combinations
ACC 412 Government & Not-For-Profit Accounting
ACC 415 Auditing
TAX 496/596 ▲ Introduction to Tax and Business Taxation II

*Students are encouraged to take ACC 303 within their first 12 semester credit hours in residence at Walsh College.

▲Accounting Processes students may elect to take a maximum of six semester credit hours (two courses) at the graduate level in preparation for pursuing a graduate degree at Walsh College. Students may replace TAX 495 with TAX 595 and/or TAX 496 with TAX 596. Courses must be completed with a “C” (2.000) or better. Courses must be required or allowable electives in the graduate program to be considered for advanced standing. Students must meet course prerequisites.

If needed to meet the 45-hour residency requirement, choose from the above list or from the following electives (to include 15 hours in accounting and tax):

FIN 403 Investment Management
FIN 406 Financial Statement Analysis
FIN 416 The Stock Market
FIN 425 Financial Modeling
MGT 404 Human Resources Management
MKT 307 Marketing Management

BBA – Finance (FIN)

The Walsh College Finance major assists the student in developing an appreciation for and understanding of the financial decision-making process. It is designed to provide an exposure to accounting, business law, and taxation concepts along with financial analysis, planning, and management. The curriculum prepares a student for the fields of credit analysis, commercial lending, brokerage and financial services, financial planning, financial analysis, and financial institution management, as well as other careers in industry and government.

Required Finance Major Courses

FIN 419 Financial History of the United States
FIN 403 Investment Management
FIN 406 Financial Statement Analysis
FIN 412 International Economics and Finance
FIN 425 Financial Modeling

Electives Six semester credit hours (two courses)

Required Electives

Choose two electives from all courses listed below.

FIN 321 Risk Management and Insurance
FIN 416 The Stock Market
FIN 417 Business and Government
FIN 488 Finance Internship
FIN 489 Certified Treasury Professional Preparation Course

▲Accounting Processes students may elect to take a maximum of six semester credit hours (two courses) at the graduate level in preparation for pursuing a graduate degree at Walsh College.
Finance students may elect to take a maximum of six semester credit hours (two courses) of elective coursework at the graduate level in preparation for pursuing a graduate degree at Walsh College. Courses must be required or an allowable elective in the graduate program in order to be considered for advanced standing. Courses must be completed with a “C” (2.000) or better. Students must meet course prerequisites.

**BBA – General Business (GB)**

The Walsh College General Business major complements the prior education and/or experience of the student and is specifically designed to provide flexibility in course selection and to be a time-effective degree completion program. The goal of the General Business major is to assist the student in his/her present career by providing a basic business education that may accelerate a promotion.

The General Business degree consists of the professional core and a minimum of nine semester credit hours of 300- to 400-level allowable elective courses (except ACC 300). Students must meet the minimum total credit hour and residency requirements and meet all course prerequisites. General Business majors may elect to choose a minor. Student should refer to the Bachelor’s Degree Minors section of the Catalog.

## Required Electives

Choose three electives from all courses listed below.

- **MGT 405** Management and Labor Relations
- **MGT 470** Public Administration/ Governmental Management
- **MGT 471** Small Business Management
- **MGT 475** International Management
- **MGT 485** Process Improvement/Benchmarking
- **MGT 488** Management Internship
- **MKT** One 300-400 level marketing course not already required in the program, or **MKT 545**
- **MGT 556** Organizational Design
- **MGT 558** Managing Employee Development and Training
- **MGT 559** Managing Total Compensation

Management students may elect to take a maximum of six semester credit hours (two courses) of elective coursework at the graduate level in preparation for pursuing a graduate degree at Walsh College. Courses must be required or an allowable elective in the graduate program in order to be considered for advanced standing. Courses must be completed with a “C” (2.000) or better. Students must meet course prerequisites.

## BBA – Management (MGT)

The Walsh College Management major assists the student in developing an understanding of decision methodology, business resource management, organization structures, business strategy, and business policy. Emphasis is placed on the principles of managing, the skills of decision-making and problem-solving, and the techniques of interpersonal relationships. For the student with little or no experience, the curriculum provides the foundation for an entry-level management position in purchasing, customer service, human resources management, public administration, office management, or operations.

**Required Management Major Courses**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 404</td>
<td>Human Resources Management</td>
</tr>
<tr>
<td>MGT 410</td>
<td>Production and Operations Management</td>
</tr>
<tr>
<td>MGT 453</td>
<td>Organizational Leadership</td>
</tr>
<tr>
<td>MGT 455</td>
<td>Globalization and Diversity</td>
</tr>
<tr>
<td>Electives</td>
<td>Nine semester credit hours (three courses)</td>
</tr>
</tbody>
</table>

## Required Electives

Choose three electives from all courses listed below.

- **MGT 455** Globalization and Diversity
- **MKT 307** Marketing Management
- **MKT 425** Sales Management
- **MKT 445/545** e-Marketing Communication
- **MKT 487** Not-for-Profit Marketing
- **MKT 488** Marketing Internship
- **MKT 489** International Marketing Management

**BBA – Marketing (MKT)**

The Walsh College Marketing major prepares the student for an entry-level position in one of the various marketing-related fields. Coursework builds around the four P’s of marketing: product, pricing, place of distribution, and promotion. The curriculum exposes the student to the skills necessary to begin a career in the areas of sales, market research, promotion, retailing, distribution, advertising, public relations, direct marketing, telemarketing, or purchasing.

**Required Marketing Major Courses**

- **MKT 309** Advertising and Promotional Management
- **MKT 415** Consumer and Buyer Behavior
- **MKT 435** Marketing Research
- **MKT 460** Strategic Marketing
- **Electives** Nine semester credit hours (three courses)

## Required Electives

Choose three electives from all courses listed below.

- **MGT 455** Globalization and Diversity
- **MKT 307** Marketing Management
- **MKT 425** Sales Management
- **MKT 445/545** e-Marketing Communication
- **MKT 487** Not-for-Profit Marketing
- **MKT 488** Marketing Internship
- **MKT 489** International Marketing Management
MKT 450  Customer Relationship Management  
MKT 541  ▲  Strategic Communications and Public Relations  
▲ Marketing students may elect to take a maximum of six semester credit hours (two courses) of their elective coursework at the graduate level in preparation for pursuing a graduate degree at Walsh College. Courses must be required or an allowable elective in the graduate program in order to be considered for advanced standing. Courses must be completed with a “C” (2.000) or better. Students must meet course prerequisites.

Bachelor of Science in  
Business Information Technology (BSBIT)  
The BSBIT program provides students with the expertise to participate in the detailed planning, design, and implementation of information technology solutions for business. Course offerings provide in-depth knowledge of information technology and are taught by faculty members with industry experience. Students develop competencies in the effective use and safeguards of today’s complex information technology systems. Students choose from four specializations. The interdisciplinary specialization (needs department chair approval).

Students with an active CISA, CISM, CISSP, and/or CPP certification(s) will be awarded equivalent credit for BIT 446, 471, 472 and 473.

Students with an active SSCP and/or the Security+ certification(s) will be awarded equivalent credit for BIT 446.

Bachelor of Science Professional Core  
ACC 201  Principles of Accounting I  
ACC 202  Principles of Accounting II  
BIT 201  Analytical Methods for Information Technology  
BIT 316  BIT Compliance  
BIT 342**  Technical Communications  
BIT 416/516▲  Business Process and Systems Engineering  
BIT 476  Business and Technology Strategy  
COM 210  Principles of Business Communications  
COM 320*  Business Communication Methods  
ECN 201  Principles of Economics I  
ECN 202  Principles of Economics II  
MGT 201  Principles of Management  
QM 202  Statistical Methods of Business  
QM 301  Statistical Inference for Management Decisions  

*Students are encouraged to take COM 320 within their first 15 semester credit hours in residence at Walsh College.  
**Students are encouraged to take BIT 342 within their first 21 semester credit hours in residence at Walsh College.

Bachelor of Science Program Core  
BIT 301  Business Information Technology, Theory and Practice  
BIT 331  Business Information Technology Architecture  
BIT 337  Software Engineering I  
BIT 339  Software Engineering II  
BIT 347  Database Administration  
BIT 411  Internet/Web/E-commerce  
BIT 446/546▲  Information Systems Security  
▲ BSBIT students may elect to take a maximum of six semester credit hours (two courses) at the graduate level in preparation for pursuing a graduate degree at Walsh College. Students may replace BIT 416 with BIT 516 and/or BIT 446 with BIT 546. Students must meet course prerequisites. Courses must be required or allowable electives in the graduate program to be considered for advanced standing.

BSBIT Specializations  
(Choose one from below.)  

Advanced Networking  
CCNA (CISCO Certified Network Administrator) required as prerequisite. The networking specialization is for students who have the CISCO Certified Network Associate (CCNA) certification or equivalent background and want to develop an advanced knowledge of networks. The specialization is designed for the network professional installing, configuring, and troubleshooting local and wide area networks for enterprise organizations with more than 100 nodes.

BIT 381  Scalable Internetworks  
BIT 382  Multilayer Switched Networks  
BIT 383  WAN Remote Access and Troubleshooting  

Audit  
The Audit specialization is for students who want to pursue a career in IT audit. This track adds several accounting courses to the BIT curriculum to give the BIT student the necessary background in accounting.

ACC 301  Intermediate Accounting I  
ACC 302  Intermediate Accounting II  
ACC 303  Financial Accounting Concepts  
BIT 425  IT Auditing  

Information Assurance  
The Information Assurance specialization is for students who want to pursue a career in information security in the public or private sector. Students completing this specialization will receive a certificate from the National Security Agency stating they have completed the requirements for the Committee on National Security Systems (CNSS) 4011 standard.
Note: Students who transfer in the entire course set will not have a specialization listed on their transcript.

BIT 471 Building an Information Protection Program
BIT 472 Information Security Safeguards
BIT 473 Information Systems Threat Assessment

Interdisciplinary (Requires department chair approval)
Choose three courses from one of the required specializations listed above.

Bachelor’s Degree
Graduation Requirements

To graduate with a bachelor’s degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months from the initial date of course enrollment (as designated by the first semester attended on the student’s Walsh transcript). A student’s program of study is the specific curriculum required by the College at the time of the student’s matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is that specific curriculum required by the College at the time the student officially changes the major or degree.

- Earn a minimum of 127 semester credit hours toward a bachelor’s degree, including a maximum of 82 semester credit hours transferred to Walsh College.

- Achieve a cumulative grade point average of 2.000 (“C”) or better in residence at Walsh College.

- Complete 45 semester credit hours toward an undergraduate degree in residence at Walsh College.

- Achieve a cumulative grade point average of 2.000 (“C”) in their major.

- Limit to a maximum of six semester credit hours of directed study, practicum and/or internship coursework except BBA – MGT and BBA – MKT majors who elect to take a nine credit Internship (MGT 488 or MKT 488).

- Limit to a maximum of six semester credit hours of allowable graduate level coursework.

- File an official Application for Graduation Form with the Records and Registration office. An appointment with an advisor can be made to review graduation requirements.

Bachelor of Accountancy
Graduation Requirements

1. Students must complete the following courses with a grade of “C” (2.000) or better:
   - ACC 201, 202, 300, 301, 302, 303, 310, 406, 411, 412, 415, 419, 481, 482, 483, 488, 494
   - BBA 410
   - BL 301, 302
   - COM 210, 320, 340
   - TAX 495, 496, 595, 596

2. Students must complete all courses in their major, to include any approved or required course substitutions, with a cumulative grade point average of “C” (2.000) or better:
   - ACC 201, 202, 300, 301, 302, 303, 310, 406, 411, 412, 415, 419, 481, 482, 483, 488, 494
   - BL 301, 302
   - TAX 495, 496, 595, 596

3. Complete 18 semester credit hours of the 45 hours in residence in Accounting and Tax.

Bachelor of Business Administration
Graduation Requirements

BBA – Accounting Processes (ACP)

1. ACP students must complete the following courses with a grade of “C” (2.000) or better:
   - ACC 201, 202, 300, 301, 302, 303, 310, 406, 411, 412, 415, 419
   - BBA 410
   - COM 210, 320, 340
   - TAX 495, 496, 595, 596

2. Students must complete all courses in their major, to include any approved or required course substitutions with a cumulative grade point average of “C” (2.000) or better:
   - ACC 201, 202, 300, 301, 302, 303, 310, 406, 411, 412, 415, 419
   - TAX 495, 496, 595, 596

3. Complete 15 semester credit hours of the 45 hours in residence in Accounting and Tax.

BBA – Finance (FIN)

1. FIN students must complete the following courses with a grade of “C” (2.000) or better:
   - BBA 410
   - COM 210, 320, 340
   - ECN 201, 202
FIN 310, 315, 321, 403, 406, 412, 416, 417, 419, 425, 481, 482, 483, 488, 489, 502, 509, 511, 520

2. Students must complete all courses in their major, to include any approved or required course substitutions, with a cumulative grade point average of “C” (2.000) or better:
   - ECN 201, 202

3. Complete 15 semester credit hours of the 45 hours in residence in Economics and Finance coursework.

**BBA – General Business (GB)**

1. GB students must complete the following courses with a grade of “C” (2.000) or better:
   - BBA 410
   - COM 210, 320, 340

   Nine semester credit hours of elective coursework taken in residence at Walsh College.

2. Students must complete all courses (all attempts) in their major with a cumulative grade point average of “C” (2.000) or better in the nine semester credit hours of elective coursework taken in residence at Walsh.

**BBA – Management (MGT)**

1. MGT students must complete the following courses with a grade of “C” (2.000) or better:
   - BBA 410, 461
   - COM 210, 320, 340

   MGT 201, 303, 404, 405, 410, 453, 455, 470, 471, 475, 481, 482, 483, 485, 488, 556, 558, 559
   - MKT 202 and any 300-400 level MKT course or MKT 545

2. Students must complete all courses in their major, to include any approved or required course substitutions, with a cumulative grade point average of “C” (2.000) or better:
   - BBA 461

   MGT 201, 303, 404, 405, 410, 453, 455, 470, 471, 475, 481, 482, 483, 485, 488, 556, 558, 559
   - MKT 202 and any 300-400 level MKT course or MKT 545

3. Complete 15 semester credit hours of the 45 hours in residence in Management coursework.

**BBA – Marketing (MKT)**

1. MKT students must complete the following with a grade of “C” (2.000) or better:
   - BBA 410
   - COM 210, 320, 340
   - MGT 455


2. Students must complete all courses in their major, to include any approved or required course substitutions, with a cumulative grade point average of “C” (2.000) or better:
   - MGT 455

3. Complete 15 semester credit hours of the 45 hours in residence in Marketing coursework.

**Bachelor of Science in Business Information Technology Graduation Requirements**

1. BSBIT students must complete the following with a grade of “C” (2.000) or better:
   - ACC 301, 302, 303
   - BIT 301, 316, 331, 337, 339, 342, 347, 381, 382, 383, 411, 416, 425, 446, 476, 471, 472, 473, 481, 482, 483, 516, 546
   - COM 210, 320

2. Students must complete all courses in their major, to include any approved or required course substitutions with a cumulative grade point average of “C” (2.000) or better:
   - ACC 301, 302, 303
   - BIT 301, 316, 331, 337, 339, 342, 347, 381, 382, 383, 411, 416, 425, 446, 476, 471, 472, 473, 481, 482, 483, 516, 546

3. Complete 15 semester credit hours of the 45 hours in residence in Business Information Technology coursework.
Graduate Degree Programs

This section of the 2007-2008 Catalog provides details on Walsh College graduate degree programs, admissions requirements and procedures, required and elective courses, and graduation requirements. The College’s graduate programs include:

Master of Business Administration (MBA)
Master of Science in Accountancy (MAC)
Master of Science in Finance (MSF)
Master of Science in Information Assurance (MSIA)
Master of Science in Information Systems (MSIS)
Master of Science in International Business (MSIB)
Master of Science in Strategic Leadership (MSSL)
Master of Science in Taxation (MST)

Special Notes

- It is recommended that students meet with an academic advisor prior to enrolling in a graduate degree program to finalize their specific curriculum plan. Advisors are available at all Walsh College campuses. Students should schedule an appointment prior to registering for their first semester.

- Once enrolled at Walsh, students can seek academic advising through the Admissions and Academic Advising office and/or career counseling through the Career Services office.

- All graduate degree programs must be completed within 60 consecutive calendar months from the first semester of enrollment at Walsh College, as designated by the first semester attended on the student’s Walsh transcript. If a student changes his/her major or degree program the student has 60 consecutive calendar months in which to complete the new major or degree program starting with the semester in which the program change occurred. Extensions to this time requirement will only be granted upon review of the request by the director of Admissions and Academic Advising or designee in conjunction with the academic department chair. Students may be required to complete additional coursework and/or update to the current Catalog year and degree requirements.

- Each graduate degree program has required prerequisite and/or foundation coursework which will be used to establish currency in coursework that may be out of date, and/or to establish the necessary background and skills needed for success in the graduate program. All prerequisite and/or foundation coursework must be completed with a grade of “C” (2.000) or better.

- Students on an academic program may choose allowable electives for the same academic program that are offered in future Catalog years. Students are not required to update to the future academic program/Catalog year to enroll in the new elective courses.

- Students on an academic program may choose a specialization for the same academic program that is offered in future Catalog years. Students are not required to update to the future academic program/Catalog year to select the new specialization.

- A graduate student will not be awarded a certificate for courses completed as part of his/her degree requirement. See Certificate Program Requirements.

Admission to Walsh College Graduate Programs

Admissions Procedures

To apply to any Walsh College graduate degree program, an Admissions Application Form must be submitted along with a non-refundable application fee. Former Walsh College students are required to submit an Admissions Application Form, but are not required to pay a second admissions application fee. Applications can be submitted at any Walsh College campus or online by visiting the College Web site at www.walshcollege.edu.

Admitted students can begin their studies at the start of any academic semester. Admissions applications will be accepted until the last day to register for classes for the semester in which the applicant wishes to enroll. An applicant’s admissions status will be determined upon receipt of all required documents. Every attempt will be made to process the application in time for admitted students to enroll in their intended semester of initial attendance. To facilitate the admissions process, applicants are encouraged to submit student or unofficial copies of transcripts from all colleges attended, along with the admissions application.

Applications will be considered for admission when the Admissions and Academic Advising office receives evidence of attainment of the minimum admissions requirements. Official admission to the College will be granted only upon receipt of all official transcripts and required documentation. An individual may be admitted on a contingent basis upon review of unofficial transcripts. A student’s admissions status will remain contingent until receipt of final transcripts and fulfillment of minimum admissions grade point average requirements.

It is the responsibility of the applicant to contact all colleges/universities currently and previously attended and request that official transcripts be sent directly to Walsh College. Copies of transcripts hand-delivered by students are not considered official. All official transcripts must be received in order for an applicant to be fully admitted as a student at Walsh College. Indebtedness or transcript holds at another institution may prevent processing of the admissions application and/or registration.
For information on international transcript evaluation and admission to the College for those individuals pursuing an F-1 Student Visa, please see the section entitled International Students.

After receiving the applicant’s official transcript(s), the Admissions and Academic Advising office will evaluate previous academic credits. Any discrepancy between official and unofficial transcripts will result in the adjustment of any previously noted exclusion, waivers, or advanced standing awarded, and may affect eligibility for admission or change an applicant’s admissions status from “contingent” to “provisional” or “denied”. Generally accepted transfer policies are practiced along state and federal guidelines. Upon completion of the evaluation, a letter will be sent to the applicant reflecting the status of the application and admission to the College.

Applicants can contact the Admissions and Academic Advising office at any time during this process to inquire about specific policies and procedures or the status of their application.

An applicant may enroll in any semester within the 12 consecutive calendar months following admission to Walsh College. If an applicant does not enroll and complete at least one course within 12 consecutive calendar months following admission, he/she must reapply for admission. If the applicant does not reapply for admission within 24 calendar months after admission to the College, his/her application, official transcripts, and all related documentation will be destroyed. Applicants who reapply to the College will be required to resubmit all pertinent transcripts and documents to Walsh College.

Admissions Requirements

For consideration for admission to a Walsh College graduate degree program, an applicant must:

- Possess an undergraduate degree or higher from a college or university accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern, or Western.

- Have an overall cumulative grade point average (GPA) of 2.750 or better on a 4.000 scale (for applicants with less than a 2.750 GPA, see Provisional Status).

- Have completed, or be in the process of completing, foundation or prerequisite coursework specific to the chosen graduate program with a grade of “C” (2.000) or better.

- Be proficient in current computer software applications for word processing.

Graduate Programs with Additional Admissions Requirements

MAC applicants that have completed their Bachelor of Accountancy degree or Bachelor of Business Administration degree with a major in Accounting Processes will not be required to submit any additional documentation or complete an accounting assessment exam. See MAC program for Walsh College accounting graduates.

MAC applicants without prior accounting coursework completed within five years will be required to complete required foundation coursework.

MAC applicants that do not have a Bachelor of Accountancy degree or Bachelor of Business Administration degree with a major in Accounting Processes from Walsh, or have not successfully competed specific accounting courses in residence at Walsh College and have completed equivalent accounting coursework within five years will be required one of the following for admission to the program:

- Documentation of successful completion of the CPA exam.
- Documentation of successful completion of the GMAT with a minimum score of 500.
- Successful completion of Walsh College accounting department assessment exam to determine accounting course placement.

Documentation of successful completion of the CPA exam must be sent directly to the Walsh College Admissions and Academic Advising office. The GMAT must have been completed within five years prior to applying to the MAC program, and official copies of the scores must be sent directly to the Walsh College Admissions and Academic Advising office. Unofficial copies of GMAT scores will be accepted to facilitate initial processing of the admissions application.

MSIA applicants must be able to document competency in one of the following ways:

- Possess an undergraduate degree in a computer related field
- Provide documented competency in the area of computer security with a minimum of one of the following certifications:
  - Security+ Certification
  - CIW Security Certification
  - Network+ Certification
  - Microsoft Certification (MCSA, MCSE)
  - Novell Certification (CNA, CNE, MCNE)
  - CISCO Certifications (CCNA, CCNE, CCIE)
Graduate Degree Programs

- Provide documentation of two years’ verifiable, professional-level full-time work experience in network design/development/administration or information assurance.

- Successfully complete BIT 526 Enterprise Network Architectures with a grade of “C” (2.000) or better.

MSIS applicants are recommended to have two years of professional work experience or an undergraduate degree in a computer-related field.

MBA and MSIB applicants are recommended to have a minimum of two years of professional work experience.

MSSL applicants must have five years of professional work experience (resume required).

Provisional Status

Individuals with a cumulative grade point average lower than 2.750 – but not below 2.000 – may be considered for provisional acceptance to a graduate degree program. There is no provisional admittance for the MSSL degree program. Demonstration of other factors that indicate a reasonable probability of success in the program will be considered. Such factors include – but are not limited to – professional work experience, professional certifications, and successful academic performance in business courses.

Upon evaluation, these factors may result in provisional acceptance to a graduate degree program at the College. Provisional acceptance requires a mandatory appointment with an advisor prior to registering for any courses. The advisor will outline the requirements of provisional acceptance as well as require the student to sign a Provisional Acceptance Form.

The provisional admission requirements for eligible degree programs are noted below.

MAC applicants with a cumulative grade point average lower than 2.750 – but not below 2.000 – may be considered for provisional acceptance to the MAC program degree program. Demonstration of other factors that indicate a reasonable probability of success in the program will be considered. Such factors include – but are not limited to – professional work experience, professional certifications, and successful academic performance in business courses.

Students admitted on a provisional basis to the MAC program must complete their first two required courses in their program with a grade of “C” (2.000) or better in order for the provisional status to be removed. A cumulative grade point average of 2.000 is required to graduate from the MAC program.

Students admitted on a provisional basis to the MBA, MSIA, MSIB, or MSIS programs must achieve a minimum cumulative grade point average of 3.000 in the first two graduate courses taken in order for the provisional status to be removed. The first two graduate courses must be within the student’s degree program. A cumulative grade point average of 3.000 is required to graduate from these programs.

Students admitted on a provisional basis to the MSF program must achieve a minimum cumulative grade point average of 2.750 in the first two graduate courses taken in order for the provisional status to be removed. The first two graduate courses must be within the MSF program. A cumulative grade point average of 2.750 is required to graduate from this program.

Students admitted on a provisional basis to the MST program must complete their first two courses with a grade of “C” (2.000) or better in order for the provisional status to be removed. The first two graduate courses must be within the MST program. A cumulative grade point average of 2.000 is required to graduate from this program.

Failure to meet the requirements of the provisional status will result in dismissal from the College for one year. After a period of one year, provisionally dismissed students may be eligible to reapply to a Walsh College graduate degree program. A second provisional dismissal is considered final, and the student will not be eligible for readmission into any Walsh College graduate degree program.

Credit for Extra-Institutional Learning

Walsh College awards credit and/or course competency waivers for documented postsecondary-level extra-institutional learning. Extra-institutional learning is defined as learning that is attained outside of the sponsorship of legally authorized and appropriately accredited postsecondary education institutions. Reliable and valid measures of learning outcomes are used to assess and grant such awards.

When applying for admission to Walsh College, a student may request credit for learning already acquired in settings outside of Walsh. The request will be evaluated as part of the admissions process. Documentation verifying attainment of college-level learning is required.

Current sources of extra-institutional learning which may be reviewed for course credit or waivers include CLEP; documented military coursework; courses documented by the American Council of Education Guidelines; training; and certifications or professional licensures. Contact the Walsh College Admissions and Academic Advising office for additional information.

Readmission to Walsh College

If a student or applicant has not enrolled in any courses (as designated by the last semester attended on the student’s Walsh transcript) for 12 consecutive calendar months, the student/applicant must apply for readmission through the Admissions and Academic Advising office. At the time of readmission, all coursework will be evaluated based on current admissions requirements; required coursework and
Graduate Degree Programs

acceptable transfer equivalencies; and minimum grade requirements for transfer and graduation. Time limitations for eligibility/transferability as determined by each academic area may apply. Readmitted students will be responsible for the degree requirements outlined in the Catalog year to which they are readmitted, and will receive a program sheet detailing their degree requirements. Students who are granted credit for courses previously taken at Walsh College may be required to complete their program in a period of time not to exceed the maximum 60 months from initially starting at Walsh College. Transcripts of students who have been readmitted to the College will reflect all courses taken, credit hours attempted, and grades received while at Walsh College, even though previous coursework with a grade below “C” (2.000) will not be counted toward the current degree program.

Students who were placed on academic probation or academically dismissed must meet with an academic advisor to discuss eligibility for readmission. Please refer to the section on Academic Standing prior to reapplying for admission. Consideration of all prior activity, including student conduct, will be reviewed during evaluation and may be grounds for denial of readmission. Academic files are destroyed after five years of non-enrollment. A student seeking readmission after five years must resubmit all official transcripts and any other required documentation.

‘Clean Slate’ Policy

Walsh College graduate students who have stopped attending and are applying for readmission may request a review of their previous academic coursework for exclusion from their new academic program and grade point average calculation. This option is only open to Walsh College graduate-degree-seeking students who have not attended Walsh College for at least one year (12 consecutive calendar months), and are reapplying for admission to a graduate degree program other than the degree program they were in when they last attended Walsh College.

This option allows courses and grades from the student’s first degree or academic program to be excluded from their new degree or program with the following stipulations:

- Prior courses and course grades count toward the new degree program and GPA for:
  - Any course, including dual listed and all attempts of that course, that is required as part of the student’s new degree program
  - Any course, including all attempts of that course, that the student chooses to include as an elective course in the new degree program
  - Any course that is being counted to reach the total number of required credit hours for a new graduate degree

Any courses elected by the student to be used toward degree requirements must be identified at the time of re-admission.

Course selections cannot be changed. The Clean Slate policy cannot be used more than once and all courses attempted, grades earned and academic standing notations remain on the student’s transcript even though some courses/grades under the provisions of this policy may not be counted toward the new degree/program or grade point average.

After having taken advantage of the Clean Slate policy, upon re-application to another degree or certificate program, all courses attempted and grades received as part of the Clean Slate policy will be used to re-compute the student’s cumulative grade point average for admissions evaluation purposes.

Degree/Program Changes

A student desiring to change from one graduate program or degree to another must officially request this change with an academic advisor. A complete evaluation will be required before the student is admitted into the desired degree program. Graduate courses already completed at Walsh College will be evaluated for appropriateness for the new program/degree. A change in graduate program/degree may result in the identification of prerequisite coursework, graduate or undergraduate, which will be required. The student will be placed on the most current program of study and issued a new academic program sheet. All current admissions requirements and policies will apply.

If a student wishes to change his/her status from graduate degree-seeking to non-degree or any other status, he/she must contact the Admissions and Academic Advising office to apply for the new status. Please see the Introduction section on College Catalog/Program Changes.

Pursuing a Second Graduate Degree at Walsh College

Students may apply for a second graduate degree at Walsh College upon completion of their current academic degree program. Students must follow all procedures outlined for application to graduate programs. Applicants must meet admissions criteria as established for the graduate degree program. Consideration of prior graduate academic coursework that has been successfully completed at Walsh College will be reviewed as outlined in sections entitled Advanced Standing Credit, Course Waivers and Exclusions.

Advanced Standing Credit

Students may receive advanced standing credit for graduate-level coursework that is directly equivalent to a required and/or elective course in their specific Walsh degree program. If a student is awarded advanced standing credit, the semester credit hours are applied toward the appropriate degree program. Advanced standing credit may not exceed 12 semester credit hours of graduate coursework, with the exception of the MSIA and MSIS degree which allow a
maximum of 15 semester credit hours of advanced standing credit to be granted for certifications approved through the Extra Institutional Credit policy.

Advanced standing credit will only be awarded once for a transfer course within a graduate program; in subsequent programs, the course may be used to obtain a waiver or exclusion, if time limits and equivalencies are met. Approved courses taken at the graduate level while an undergraduate student may not exceed six semester credit hours of advanced standing toward the graduate program with the exception of the Honors Fast Track program.

Advanced standing credit awarded for a “course set” can be used to fulfill elective requirements but cannot be used to obtain a specialization.

Candidates for the Master of Business Administration, Master of Science in Finance, Master of Science in International Business, Master of Science in Strategic Leadership and Master of Science in Taxation who are awarded advanced standing credit must complete a minimum of 24 semester credit hours in residence at Walsh College, with required core or allowable elective courses, in order to earn the designated graduate degree.

Candidates for the Master of Science in Accountancy who are awarded advanced standing credit must complete a minimum of 18 credit hours in residence at Walsh College, with required core or allowable elective courses, in order to earn the designated graduate degree.

Candidates for the Master of Science in Information Assurance and Master of Science in Information Systems who are awarded advanced standing credit must complete a minimum of 21 to 24 credit hours in residence at Walsh College, with required core or allowable elective courses, in order to earn the designated graduate degree.

For coursework to be eligible for advanced standing, the following criteria must be met:

- The course must be equivalent to a course offered as a part of a Walsh College graduate degree program.
- The graduate transfer course must have been completed with a grade of “B” (3.000) or better from a college or university accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern, or Western or have been approved through the Extra Institutional Credit policy.
- The course must have been completed within the 60 calendar months (five years) preceding the date of initial admission. Graduate courses taken within ten years preceding the date of initial admission in residence at Walsh College may be evaluated for a waiver.
- Students can contact the Walsh College Admissions and Academic Advising office for additional information.

**Course Waivers**

An applicant may be eligible to receive waivers for required and/or elective coursework in the graduate program. Unlike advanced standing, an applicant will receive no credit for the waiver. A waiver requires the applicant to replace the waived course with an allowable elective course. Waivers may be awarded for coursework that is determined to be equivalent to courses required in the graduate degree program. Courses must have been completed at Walsh College or at another institution prior to admission to Walsh College. If the student desires to take a course that has been waived for a grade, he/she must contact the Admissions and Academic Advising office.

To apply eligible courses as a waiver for required coursework, the following criteria must be met:

- The coursework must be equivalent to a course offered as part of a Walsh College graduate degree program.
- The coursework must have been completed with a grade of “C” (2.000) or better, from a college or university accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern, or Western.
- The coursework must have been completed within 60 calendar months preceding the date of initial admission. Graduate courses taken within ten years preceding the date of initial admission in residence at Walsh College may be evaluated for a waiver.

**Exclusions**

An applicant may be eligible to be excluded from foundation or prerequisite courses within the graduate program. Exclusions may be given when the student has taken an equivalent course (including undergraduate coursework) at Walsh College or at a transfer institution. Exclusions may be given for courses to meet prerequisite requirements. Excluded courses do not have to be replaced by another course in the student’s graduate degree program.

**Non-Degree Coursework**

An individual who holds the minimum of a bachelor’s degree is eligible to take courses at Walsh College as a non-degree graduate student. All course prerequisites must be met. An individual interested in taking courses as a non-degree student should follow the same procedures as an applicant to a graduate degree program. A non-degree student who wishes to apply to any Walsh College graduate degree program will be held to all admissions requirements under the Catalog year in which the individual applies. Non-degree coursework that is a required or elective course as part of a degree program will be applied and moved to the student’s graduate transcript, including all dual listed courses and all
attempts of that course. Time limitations for transferability as determined by each academic area may apply

**Dual Graduate Degrees**

Dual degrees are not available at the graduate level.

**Graduate Degree Programs**

**Master of Business Administration (MBA)**

The Walsh College Master of Business Administration (MBA) is a distinctive program that encompasses the study of accounting, finance, management, and related disciplines. The curriculum is based upon the foundation courses found in all MBA programs, demonstrating how each area is integrated into a successful business operation. The Walsh MBA also provides the opportunity to specialize in one area by taking four elective courses in topics of particular relevance to individual interests and career goals. All MBA courses emphasize decision making and developing systematic approaches to solving complex problems. Students work in teams and use technology extensively to access information from the Internet and online databases.

The Walsh MBA program consists of seven foundation courses that can be taken at Walsh or excluded, depending on a student’s prior education. The program core consists of eight courses and a four-course elective requirement in which a student can focus on a specialization.

Students with any of the following certificates or licensures may be granted advanced standing or exclusions for:

- Students with a CIA, CFA, CFM, CMA, and/or CPA licensure(s) will not be required to complete MBA 500.
- Students with a CFA, CFM, CMA, and/or CPA licensure(s) will be granted advanced standing credit for MBA 505.
- Students that have an active PHR certification will be granted advanced standing credit for MBA 555.

Various information technology certifications allow for advanced standing for courses above – see MSIA and MSIS sections.

**MBA Foundation Courses**

- MBA 500 Financial Accounting
- MBA 501 Management and Organization
- MBA 503 Survey of Economics
- MBA 550 Managing the Marketing Function
- MBA 556 Legal Issues in Management
- MBA 565 Operations Management
- QM 503 Inferential Statistics for Business Decision-Making

**MBA Core Courses**

- MBA 505 Managerial Accounting
- MBA 506 Financial Statement Analysis
- MBA 510 Financial Management
- MBA 515 Quantitative Methods
- MBA 523 Global Economics
- MBA 530 Effective Leadership and Business Ethics
- MBA 555 Human Resources Management
- MBA 670 Strategic Management Concepts Capstone

**MBA Specializations/Electives**

Students may, but are not required to, focus their elective courses in a specialization. To earn a specialization, a student may either complete any four courses within a listed discipline (ACC, BIT, ECN, FIN, HR, IA, IB, MKT, PM, SL, or TAX) or complete the four specific courses listed under a course set within a discipline. A student will not be awarded two specializations for a discipline and a course set within that same discipline unless additional courses are taken. A student may elect to obtain a second specialization with a minimum of nine additional semester credit hours.

Credit for a course set that has been awarded as advanced standing to fulfill requirements for a specialization will not be designated on the student’s transcript as a specialization. A student will not be awarded a certificate for courses completed for a specialization.

Electives can be chosen from any 500-level course in the listed disciplines (except specific courses listed). Students must follow all course prerequisites. In some cases, this could result in the completion of more than four elective courses. A student who is pursuing a second graduate degree at Walsh will not be awarded a specialization that has been previously completed in the first degree. Advanced standing credit awarded for a “course set” can be used to fulfill elective requirements, but cannot be used to obtain a specialization.

- **Accounting** – any four of the following: ACC 501, 502, 503, 506, and TAX 595
- **Business Information Technology** – any 500-level courses in BIT
- **Economics** – ECN 540, 575, 580, and 586
- **Finance** – any 500-level courses in FIN (except FIN 506, 510)
- **Human Resources Management** – MGT 556, 557, 558, and 559
- **Information Assurance** – BIT 546, 571, 572 and 573
- **International Business** – any 500-level courses in IB (except IB 523)
- **Marketing** – any four of the following: MKT 540, 541, 542, 545, and 551
**Project Management** – BIT 561, 562, 563, and 564

**Strategic Leadership** – SL 500, 510, 520 and any 500-level SL course

**Taxation** – Students must consult with the director of the MST program for TAX electives.

**Master of Science in Accountancy (MAC)**

The Walsh College Master of Science in Accountancy (MAC) is designed to prepare students for a career in public, corporate, or private accounting. It is geared for students seeking a degree beyond the basic undergraduate accounting degree.

The MAC is designed in two tracks to accommodate both students with significant accounting courses or holding an undergraduate degree in accounting and students with few or any undergraduate accounting courses or degree. Students may be waived out of the Foundation and some of the Core Courses depending on prior coursework.

Based on the students undergraduate accounting courses completed there may be an assessment exam required to determine where the student will start in the MAC program.

**MAC Program**

12-15 courses for 34-43 credits

**MAC Foundation Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 300</td>
<td>Financial Accounting or ACC 201 and ACC 202</td>
</tr>
<tr>
<td>ACC 301</td>
<td>Intermediate Accounting I</td>
</tr>
<tr>
<td>ACC 302</td>
<td>Intermediate Accounting II</td>
</tr>
</tbody>
</table>

**MAC Core Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 503</td>
<td>Financial Accounting Concepts</td>
</tr>
<tr>
<td>ACC 504*</td>
<td>Accounting Systems Seminar (1 credit hour)</td>
</tr>
<tr>
<td>ACC 511</td>
<td>Business Combinations</td>
</tr>
<tr>
<td>ACC 512</td>
<td>Government and Not-for-Profit Accounting</td>
</tr>
<tr>
<td>ACC 515</td>
<td>Auditing</td>
</tr>
<tr>
<td>ACC 518</td>
<td>Accounting Communications</td>
</tr>
<tr>
<td>ACC 519</td>
<td>Advanced Managerial Accounting</td>
</tr>
<tr>
<td>TAX 595</td>
<td>Introduction to Tax and Business Taxation I</td>
</tr>
<tr>
<td>TAX 596</td>
<td>Introduction to Tax and Business Taxation II</td>
</tr>
</tbody>
</table>

* Students who have completed Accounting Information Systems course will not be required to complete ACC 504 seminar

**MAC Elective Courses**

Choose three elective courses from the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 520</td>
<td>Seminar in Accounting Theory</td>
</tr>
<tr>
<td>ACC 550</td>
<td>Seminar in Advanced Accounting, Auditing and Business Communications Topics</td>
</tr>
<tr>
<td>ACC 560</td>
<td>Professional Practice and Behavior</td>
</tr>
<tr>
<td>ACC 574</td>
<td>Industry Accounting and Auditing</td>
</tr>
<tr>
<td>ACC 575</td>
<td>Sarbanes-Oxley and Fraud Examination</td>
</tr>
</tbody>
</table>

**MAC Additional Elective Courses (if needed)**

Choose from any 500-level graduate course (Exceptions: FIN 510, MBA 500, 505, 510, TAX 593). Students must follow all course prerequisites and must consult with the director of the MST program for TAX electives.

**MAC Program for Walsh College Accounting Graduates**

10 courses for 30 credits

No assessment or GMAT exam required

**MAC Core Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 503</td>
<td>Financial Accounting Concepts</td>
</tr>
<tr>
<td>ACC 511</td>
<td>Business Combinations</td>
</tr>
<tr>
<td>ACC 512</td>
<td>Government and Not-for-Profit Accounting</td>
</tr>
<tr>
<td>ACC 515</td>
<td>Auditing</td>
</tr>
<tr>
<td>ACC 518</td>
<td>Accounting Communications</td>
</tr>
<tr>
<td>ACC 520</td>
<td>Seminar in Accounting Theory</td>
</tr>
<tr>
<td>ACC 550</td>
<td>Seminar in Advanced Accounting, Auditing and Business Communications Topics</td>
</tr>
<tr>
<td>ACC 560</td>
<td>Professional Practice and Behavior</td>
</tr>
<tr>
<td>ACC 574</td>
<td>Industry Accounting and Auditing</td>
</tr>
<tr>
<td>ACC 575</td>
<td>Sarbanes-Oxley and Fraud Examination</td>
</tr>
</tbody>
</table>

**Master of Science in Finance (MSF)**

The Walsh College Master of Science in Finance (MSF) program offers graduate education in all aspects of finance. It offers a blend of accounting, economics, and finance. There are three specializations available in the MSF program. Students may, but are not required, to focus their elective courses in a specialization. To earn a specialization in one of the following areas, students may select any four of the courses listed in each area. A student will not be awarded a certificate for courses completed for a specialization. Some elective courses may require prerequisites that are not included in the degree program. A student who is pursuing a second graduate degree at Walsh will not be awarded a specialization that has been previously completed in the first degree. Advanced standing credit awarded for a course set can be used to fulfill elective requirements, but cannot be used to obtain a specialization.

**Corporate Finance Specialization**

This specialization is designed for the student who desires the advanced skills necessary to competently perform financially oriented analytical and managerial functions within the corporate environment.
Personal Financial Planning Specialization

This specialization is designed for those students interested in a career in personal financial advising and consulting. Note: The personal financial planning specialization allows students to complete additional coursework to prepare for the Certified Financial Planner® certification exam. See section entitled Certificate Programs for course listings.

Financial Services Specialization

This specialization is designed for the student who desires the graduate-level skills necessary in the financial services industry. This specialization is recommended for students interested in career paths in banking, investment management, investment banking, consulting, real estate, or leasing. Other areas of interest may include investment and lending functions of the insurance industry and the financial service arms of major corporations.

The MSF consists of 12 to 15 courses totaling 36 to 45 semester credit hours, depending on a student’s prior education. Students complete six required core courses and six elective courses, of which four may be taken in one of the designated specializations. Students may, but are not required to, focus their courses in a specialization.

Students with any of the following certificate and licensure may be granted advanced standing or exclusions for:

- Students with a CIA, CFA, CFM, CMA, and/or CPA licensure(s) will not be required to complete ACC 500.
- Students with a CFA, CFM, CMA, and/or CPA licensure(s) will be granted advanced standing credit for ACC 505.

MSF Foundation Courses

ACC 500      Financial Accounting
ECN 503      Survey of Economics
QM 503      Inferential Statistics for Business Decision Making

MSF Core Courses

FIN 506      Financial Statement Analysis
FIN 510*      Financial Management
FIN 512      International Finance
FIN 515      Financial Markets and Institutions
FIN 521      Investments
QM 515      Quantitative Methods

*Students are encouraged to take this course within their first 12 semester credit hours.

MSF Specializations

Corporate Finance

ACC 505      Managerial Accounting
FIN 504      Financial Theory and Practice
and two from the following:
FIN 550      Case Studies in Corporate Finance
FIN 587      Business Valuation
FIN 589      Certified Treasury Professional Preparation Course
FIN 590      Mergers and Acquisitions

Personal Financial Planning

Choose any four from the following:

FIN 502      Theory of Financial Planning
FIN 525      Risk Management
FIN 580      Financial Planning Applications and Case Study
TAX 535      Basic Income Tax and Income Tax Planning
TAX 536      Employee Benefits and Retirement Planning
TAX 537      The Tools and Techniques of Estate Planning

Note: Refer to the Certificate Programs section for details on Certified Financial Planner® certification exam requirements.

Financial Services

Choose any four from the following:

FIN 509      Bank and Financial Institution Management
FIN 511      Credit Analysis and Commercial Lending
FIN 520      Real Estate
FIN 525      Risk Management
FIN 532      Portfolio Analysis
FIN 589      Certified Treasury Professional Preparation Course

MSF Required Electives

All MSF students must complete a minimum of two elective courses. Students not specializing must complete four additional elective courses for a total of six elective courses, and may choose from the following. All course prerequisites must be followed.

ACC 501, 502, 503, 506
ECN 540
Any 500-level FIN course
TAX 535, 536, 537, 595, 596
Master of Science in Information Assurance (MSIA)

The Walsh College Master of Science in Information Assurance (MSIA) degree program combines theory with applied learning, enabling security practitioners to be functional upon completing the degree. The program has been designed to meet the high demand for information assurance professionals in government, corporations, and industry. The program allows students to choose a specialization that fits their professional goals. Students whose undergraduate work was in accounting or finance may wish to pursue the audit specialization and prepare for the CISA certification offered by the ISACA. Students who wish to focus their careers in law enforcement will find the digital forensics specialization will meet their needs. Executives and high-level managers who plan to be information assurance decision makers will prefer the rigorous chief information security officer specialization.

The MSIA program consists of 12 to 17 courses, depending on a student's prior education. Students complete five foundation courses (may be taken at Walsh or excluded, depending on a student's prior education, certifications and/or experience); eight core courses; and a four-course specialization. Further information about CISSP exam requirements can be found at www.isc2.org. A student who is pursuing a second graduate degree at Walsh will not be awarded a specialization that has been previously completed in the first degree. Advanced standing credit awarded for a course set can be used to fulfill elective requirements, but cannot be used to obtain a specialization. A student will not be awarded a certificate for courses completed for a specialization.

Students with any of the following certificates or licensures may be granted advanced standing or exclusions for:

- Students that have an active CISA, CISM, CISSP, and/or CPP certification(s) will not be required to complete BIT 546 and BIT 571-BIT 574.
- Students that have an active SSCP certification will not be required to complete BIT 546, 572, and 573.
- Students that have an active Security+ certification will not be required to complete BIT 546.
- Students that have the NDU IA 4011 certificate will be awarded advanced standing credit for IA 510, 520, and 540.
- Students that have the NDU IA 4011 and 4012 certificates will be awarded advanced standing credit for IA 500, 510, 520, and 540.
- Students that have the NDU CISO certificate will be awarded advanced standing credit for IA 570, BIT 561, MBA 501, and MKT 541.

MSIA Foundation Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIT 546</td>
<td>Information Systems Security</td>
</tr>
<tr>
<td>BIT 571</td>
<td>Building an Information Protection Program</td>
</tr>
<tr>
<td>BIT 572</td>
<td>Information Security Safeguards</td>
</tr>
<tr>
<td>BIT 573</td>
<td>Information Systems Threat Assessment</td>
</tr>
<tr>
<td>BIT 574</td>
<td>Cryptography</td>
</tr>
</tbody>
</table>

MSIA Core Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA 500</td>
<td>Seminar on Public Sector Security Issues</td>
</tr>
<tr>
<td>IA 510</td>
<td>Secure System Architecture and Design</td>
</tr>
<tr>
<td>IA 520</td>
<td>Ethics and Legal Issues for Security Practitioners</td>
</tr>
<tr>
<td>IA 530</td>
<td>Authentication Technologies and Standards</td>
</tr>
<tr>
<td>IA 540</td>
<td>Intrusion Techniques and Defenses</td>
</tr>
<tr>
<td>IA 545</td>
<td>Physical Security</td>
</tr>
<tr>
<td>IA 547</td>
<td>Seminar on Business Continuity Planning</td>
</tr>
<tr>
<td>IA 590</td>
<td>Information Assurance Capstone</td>
</tr>
</tbody>
</table>

MSIA Specialization Courses

Choose one specialization from:

Audit

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA 561</td>
<td>Introduction to Auditing Models</td>
</tr>
<tr>
<td>IA 562</td>
<td>Auditing Computer Systems I</td>
</tr>
<tr>
<td>IA 563</td>
<td>Auditing Computer Systems II</td>
</tr>
<tr>
<td>IA 564</td>
<td>Conducting an Audit</td>
</tr>
</tbody>
</table>

Chief Information Security Officer (CISO)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIT 561</td>
<td>Fundamentals of Project Management</td>
</tr>
<tr>
<td>IA 570</td>
<td>CISO Skills</td>
</tr>
<tr>
<td>MBA 501</td>
<td>Management and Organization</td>
</tr>
<tr>
<td>MKT 541</td>
<td>Strategic Communication and Public Relations</td>
</tr>
</tbody>
</table>

Digital Forensics

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA 551</td>
<td>The Law and Digital Crime</td>
</tr>
<tr>
<td>IA 552</td>
<td>Introduction to Structured Digital Forensics</td>
</tr>
<tr>
<td>IA 553</td>
<td>Conducting a Cyber Crime Investigation I</td>
</tr>
<tr>
<td>IA 554</td>
<td>Conducting a Cyber Crime Investigation II</td>
</tr>
</tbody>
</table>

Master of Science in Information Systems (MSIS)

The Walsh College Master of Science in Information Systems (MSIS) degree is designed for the business professional responsible for planning, integrating, operating and/or improving business information technology systems. The program focuses on using information technologies to

Walsh College 2007-2008 Catalog
Graduate Degree Programs

enhance an organization’s business activities. Students analyze leading information technology trends and developments, determine the potential implications for business, and define strategies for creating and sustaining a competitive advantage. Two specializations are available in the MSIS: Information Assurance and Project Management.

Students may, but are not required, to focus their elective courses in a specialization. To earn a specialization in one of the following areas, a student must complete the courses listed in each area. Elective courses can be chosen from the list below. Some elective courses may require prerequisites that are not included in the degree program. A student who is pursuing a second graduate degree at Walsh will not be awarded a specialization that has been previously completed in the first degree. Advanced standing credit awarded for a course set can be used to fulfill elective requirements, but cannot be used to obtain a specialization. A student will not be awarded a certificate for courses completed for a specialization.

Students with any of the following certificate and licensure may be granted advanced standing or exclusions for:

- Students that have an active CISA, CISM, CISSP, and/or CPP certification(s) will be awarded advanced standing credit for BIT 546 and 571-574.
- Students that have an active SSCP certification will be awarded advanced standing credit for BIT 546, 572, and 573.
- Students that have an active Security+ certification will be awarded advanced standing credit for BIT 546.
- Students that have active RHCT, RHCE, and/or CCNP certification(s) will be granted advanced standing for BIT 526.
- Students that have an active PMP certification will be awarded advanced standing credit for BIT 561-564.

Information Assurance Specialization

Students obtain critical skills by completing courses in building an information protection program, internetworking and application security, information security safeguards and information security auditing and threat assessment. The objectives for students pursuing the information assurance specialization are:

- Research the latest security techniques and apply them to an organizational setting
- Develop expertise in security technology and process controls
- Develop and apply skills and leadership behaviors for developing an information security program within various computing environments
- Design, implement, and evaluate security controls and countermeasures
- Apply the principles of law, policy, and ethics
- Plan, organize, and effectively manage and focus administrative, personnel, physical, and technical resources of organizations to mitigate and measure risks for different computing infrastructures
- Evaluate and diagnose security risk and risk-mitigating strategies
- Plan, develop, and implement sound and appropriate policies and procedures
- Apply effective principles of audit controls for successful information technology governance
- Prepare to take the Certified Information Systems Security Professional (CISSP) exam

Project Management Specialization

This specialization is based on the five domains and nine project management knowledge areas defined by the Project Management Institute™. The goal of the specialization will be to prepare students to assist organizations with their project management needs while acquiring the knowledge that will prepare them to take the Project Management Professional (PMP) certification exam. Further information about PMP certification requirements can be found at www.pmi.org. Individuals who hold a certificate in project management through the Project Management Institute may be eligible to receive 12 credit hours in advanced standing toward the MSIS degree.

The MSIS consists of 12 to 14 courses for a total of 36 to 42 semester credit hours in the program, depending on prior experience or education. It is recommended that the program be pursued sequentially, two courses per semester.

MSIS Foundation Courses

BIT 501  Information Systems Methodology
BIT 502  Program Design and Development

MSIS Core Courses

BIT 511*  Business Information Technology Trends and Issues
BIT 516  Business Process and Systems Engineering
BIT 526  Enterprise Network Architectures
BIT 536  Database Systems
BIT 541  Electronic Commerce
BIT 546  Information Systems Security
BIT 551  Data Warehousing and Business Intelligence
BIT 599  Capstone Project

* Students are encouraged to take this course within their first 12 semester credit hours.
### Information Assurance Specialization

- **BIT 571** Building an Information Protection Program
- **BIT 572** Information Security Safeguards
- **BIT 573** Information Systems Threat Assessment
- **BIT 574** Cryptography

### Project Management Specialization

- **BIT 561** Fundamentals of Project Management
- **BIT 562** Project Finance, Estimating, and Cost Management
- **BIT 563** Project Management Tools and Techniques
- **BIT 564** Project Leadership and Management

### MSIS Electives

Students who are not choosing a specialization must complete 12 credit hours from the following courses. In addition, if additional electives are required, they must be selected from the following courses. All course prerequisites must be completed. Students are encouraged to meet with the program director when choosing electives.

- ACC 500, 501, 502, 503, 505
- BIT 561, 562, 563, 564, 571, 572, 573, 574
- FIN 515, 525
- MBA 501, 530, 550, 555
- MBA 556
- TAX 595, 596

### Master of Science in International Business (MSIB)

The Walsh College Master of Science in International Business (MSIB) program is for students who anticipate international assignments with multinational organizations.

The 36-credit-hour degree program includes specialized international courses in the areas of finance, economics, tax, marketing, and management, as well as the choice of many “Culture and Doing Business In” elective courses focusing on a country or region.

The MSIB Program includes 12 – 14 courses for 36 – 42 credit hours.

#### MSIB Foundation Courses

- MGT/MBA 501 Management and Organization
- MBA/ECN 503 Survey of Economics

#### MSIB Core Courses

- **IB 514** Foundations of International Business
- **IB 523** Global Economics
- **IB 535** International Management

- **IB 538** Managing Global Production and Technology
- **IB 540** Global Marketing
- **IB 577** International Entrepreneurship

### MSIB Required Electives

Students choose six courses from below, at least three of which must be from IB 561 through IB 568. Note: Most country courses (IB 561-568) will be offered within a two-year cycle.

- **IB 545** International Legal Environment
- **IB 560** Seminar in International Business
- **IB 561** Culture and Doing Business in Canada
- **IB 562** Culture and Doing Business in China
- **IB 563** Culture and Doing Business in the European Union
- **IB 564** Culture and Doing Business in India
- **IB 565** Culture and Doing Business in Japan
- **IB 566** Culture and Doing Business in Mexico
- **IB 567** Culture and Doing Business in the Middle East
- **IB 568** Culture and Doing Business in Russia
- **IB 579** International Management in Developing Countries
- **IB 588** Internship in International Business

### Master of Science in Strategic Leadership (MSSL)

The Walsh College Master of Science in Strategic Leadership (MSSL) degree program focuses on developing a firm understanding of the full spectrum of leadership principles from the individual to the team to the organization, all within a strategic context. True leadership can be an illusive commodity. In the world of organizations, the best leaders combine motivational and interpersonal skills with a detailed understanding of ethics, organizational learning, communications, understanding variation, visioning and strategy.

The MSSL program incorporates selected elements from the common body of knowledge recommended for graduate leadership education. Threaded throughout the core courses are the common themes of leadership theory, application and skill development. The MSSL program is designed to give individuals the skills necessary to become strategic leaders in their fields. This offers students the opportunity to become successful leaders whether they work in large or small organizations; public, private, profit or non-profit and provides specialized skills and knowledge in individual, team and organizational leadership. MSSL students gain a comprehensive knowledge of leadership theories and practices along with advanced practical skills using...
techniques such as role playing exercises.

**MSSL Program Learning Outcomes:**
Upon completion of the MSSL, the following student outcomes are expected.

- Demonstration of pertinent knowledge, skills, behaviors and attitudes necessary for effective performance in leadership positions.
- Demonstration of understanding of the cultural and ethical constraints and opportunities present in various leadership decisions.
- Demonstration of ability to solve a variety of strategic leadership problems related to small or large formal organizations.

The MSSL program consists of 12–13 courses for 36 to 39 semester credit hours depending on prior education.

**MSSL Foundation Course:**
QM 503  Inferential Statistics for Business Decision Making

**MSSL Core Courses:**
SL  500  Principles of Individual Leadership
SL  510  Principles of Team Leadership
SL  520  Principles of Organizational Leadership
SL  530  Leadership Communication
SL  540  Understanding Variation
SL  545  Strategic Environments and Building Relationships
SL  550  Principles of Ethics: Developing Values and Creating Cultures
SL  555  Leadership in a Global Society
SL  560  Leading Change: Learning Organizational Systems
SL  565  Designing Organizations: Using Power, Authority and Influence
SL  570  Strategic Visioning
SL  600  Strategic Leadership (Capstone Course)

**Master of Science in Taxation (MST)**
The Master of Science in Taxation (MST) degree program is designed for professionals looking to gain comprehensive, practical knowledge of tax accounting, tax law and tax research while also achieving a deeper understanding of the broader concepts of tax methodology and procedures. The Walsh College MST program is among the most well respected in the nation for its preparation of tax professionals. Walsh's tax library is the finest in Michigan with a specialized collection that makes tax research as easy and convenient as possible. A student may specialize in financial and estate planning, corporate tax, or small business taxation and may choose from more than 14 different electives. The MST curriculum is continually reviewed and revised to ensure that students are receiving relevant, updated information that will create marketable skills in a fast-paced business environment. The specializations are:

- Tax Aspects of Financial and Estate Planning
- Taxation of Corporations
- Taxation of Small Businesses and Their Owners

The curriculum includes 25 different tax-related courses. To graduate, a student in the MST program must complete the eight required three-credit courses; two one-credit research papers; three three-credit elective courses (or complete a three-course specialization); and a one-credit-hour comprehensive seminar, for a total of 36 or 39 semester credit hours.

In addition, students who elect not to write a thesis must take TAX 571 (Advanced Tax Research Paper) concurrently with a course in that specialization, when electing to have a specialization.

TAX 593 Introduction to Tax and Business Taxation I or its equivalent is required as a prerequisite to the courses in the MST program. Students who do not have this prerequisite will have the course added as a foundation course. This foundation course will then be required as the first course in the MST program.

**MST Foundation Course**
TAX  593  Introduction to Tax and Business Taxation I

**MST Required Courses**

**Tax Skill Courses**
TAX  599  Introduction to Tax Research
TAX  500  Advanced Tax Research Methodology, Writing, and Citation
TAX  501  The Role of Legal Authorities in Taxation

**Fundamental Core Courses**
TAX  507  Tax Accounting
TAX  509  Sales and Exchanges of Property

**Advanced Core Courses**
TAX  510  Basic Concepts in Corporate Taxation (Corporate Tax I)
TAX  531  Partnership and LLC Taxation
TAX  545  Tax Ethics, Tax Penalties, and the Law of Tax Return Preparation
Independent Research Courses
TAX 570*  Tax Research Paper (Basic)
TAX 571** Tax Research Paper (Advanced)
*Students must complete TAX 570 no later than concurrently with their seventh MST course.
**Students must have completed 25 semester credit hours. Concurrent enrollment in an MST elective course is required.

Comprehensive Seminar Course
TAX 575  Comprehensive Seminar – Must be taken in the student’s final semester of the MST program.

MST Specializations
Students may, but are not required to, focus their elective courses into a specialization. To earn a specialization in one of the following areas, any three of the courses listed in each area may be selected.

Tax Aspects of Financial and Estate Planning
TAX 521  Estate and Gift Taxation
TAX 522  Income Taxation of Trusts and Estates
TAX 523  Financial and Estate Planning
TAX 524  Valuation for Tax Purposes
TAX 555  Qualified Deferred Compensation Plans
TAX 556  Fringe Benefits and Non-Qualified Deferred Compensation Plans

Taxation of Corporations
TAX 511  Advanced Concepts in Corporate Taxation (Corporate Tax II)
TAX 514  Consolidated Tax Returns (Corporate Tax III)
TAX 550  International Taxation
TAX 555  Qualified Deferred Compensation Plans
TAX 556  Fringe Benefits and Non-Qualified Deferred Compensation Plans
TAX 557  State and Local Taxation

Taxation of Small Businesses and Their Owners
TAX 511  Advanced Concepts in Corporate Taxation (Corporate Tax II)
TAX 521  Estate and Gift Taxation
TAX 523  Financial and Estate Planning
TAX 555  Qualified Deferred Compensation Plans
TAX 556  Fringe Benefits and Non-Qualified Deferred Compensation Plans
TAX 557  State and Local Taxation

MST Electives
Nine semester credit hours of elective coursework can be selected from the following:
TAX 511  Advanced Concepts in Corporate Taxation (Corporate Tax II)
TAX 514  Consolidated Tax Returns (Corporate Tax III)
TAX 521  Estate and Gift Taxation
TAX 522  Income Taxation of Trusts and Estates
TAX 523  Financial and Estate Planning
TAX 524  Valuation for Tax Purposes
TAX 540  Tax Practice and Procedure
TAX 550  International Taxation
TAX 555  Qualified Deferred Compensation Plans
TAX 556  Fringe Benefits and Non-Qualified Deferred Compensation Plans
TAX 557  State and Local Taxation
TAX 583  Directed Study in Taxation
TAX 585  Seminar in Taxation
TAX 588  Internship in Taxation

Master’s Degree
Graduation Requirements
Students must complete the prescribed requirements to graduate with a master’s degree from Walsh College.

- Complete the program of study within a period of 60 calendar months from the initial date of course enrollment.
- Students preparing for graduation must file an official Application for Graduation Form with the Records and Registration office. Students can make an appointment with an academic advisor to review graduation requirements.
- Students are limited to no more than six semester credit hours of courses in directed study, practicum and/or internships.

Master of Business Administration
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.
Master of Science in Accountancy
- Earn a minimum of 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring a minimum of 18 semester credit hours of core and elective credits in residence at Walsh College. A minimum of 18 semester credit hours in accounting and taxation is required.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of 2.000 or better within the degree requirements at Walsh College.

Master of Science in Finance
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of 2.750 or better within the degree requirements at Walsh College.

Master of Science in Information Assurance
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 to 15 semester credit hours of advanced standing, therefore requiring 21 to 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.

Master of Science in Information Systems
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 to 15 semester credit hours of advanced standing, therefore requiring 21 to 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.

Master of Science in International Business
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.

Master of Science in Strategic Leadership
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.

Master of Science in Taxation
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence at Walsh College.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation requirements.
- Achieve a cumulative grade point average of “C” (2.000) or better within the degree requirements at Walsh College.
DM Degree Program

Doctor of Management in Executive Leadership (DMEL)

Introduction
The Doctor of Management in Executive Leadership (DMEL) program is focused on creating academic and business leaders with the necessary skills to respond to and transform the economic landscape and who have the ability to guide both public and private organizations successfully through complex domestic and global markets. The Doctorate of Management in Executive Leadership is designed to shape candidates’ human capital to function effectively in leadership positions typically found in the “boardroom” and serve the profession by engaging in applied research.

The Doctor of Management in Executive Leadership is fully accredited with classes available in a mixed delivery model both online as well as some weekend sessions at the Troy campus.

Admissions Criteria
Admission to the DM Program is competitive and the attainment of a specific set of minimum qualifications does not assure admission. Admission is granted to candidates deemed to be most qualified to succeed in the DM Program.

In general, an applicant must:

- Hold a master’s degree from an institution accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern or Western with a minimum cumulative GPA of 3.300 or higher
- Take the GMAT and achieve a score of 550 or higher
- Have at least 5 years of professional work experience at the managerial level
- Provide three professional letters of recommendation.
- Provide a written statement (500 words or less) indicating the applicant’s chief academic interests, strengths and limitations, reasons for selecting the DM Program, and for choosing Walsh College.
- Provide a professional resume
- Official copies of academic transcripts which should be sent directly to Walsh College Troy Campus
- Complete an interview (candidate evaluation) with the DM Program Director and/or the DM Program Committee member(s).

International student applicant’s additional admissions requirements:

- Must meet English proficiency requirements by having a TOEFL score of 550 (written) or a computerized TOEFL score of 213; or an Internet-based TOEFL score of 79-80; or MELAB score of 80; or MTELP score of 80.
- International transcripts evaluated by World Education Services (WES) or Education Credential Evaluators (ECE)
- Official statements of support
- Evidence of health insurance

Applicants who have exceptional merit but do not meet all admission criteria may be admitted under special circumstances determined by the Program Director. Applicants who meet the admission requirements, but who’s supporting documentation are still pending may be admitted on a pending status.

Candidate Evaluation
A candidate evaluation is required of each applicant to the DM Program.

- The purpose of the candidate evaluation is to determine if the student demonstrates the ability to pursue and successfully complete the DM Program. The form of the evaluations is decided by the DM Program Committee, chaired by the DM Program Director. The Chair may schedule a meeting to conduct the candidate evaluation, which may be either written or oral, personal interviews with faculty members or a combination of these methods as determined by the DM Program Committee.

- After completion of the candidate evaluation, the DM Program Committee will recommend by vote of the members either acceptance (or rejection) into the Program. The decision will be recorded in the applicant’s record and the decision will be communicated to the applicant in writing.

- Candidates will be reviewed and evaluated one time a year.

DM Core Courses:
The DM core courses are designed to provide an in-depth study of the issues of leadership, executive decision making, and managing change in a global economy, technology impacts, strategic planning, organizational change, and analysis of financial and economic models. The core will develop the student’s analytical skills and understanding of human capital and the role of technology and systems.

The DM Core consists of the following:

MGT 701 Creating Organizational Value through Knowledge and Human Capital
### DM Graduation Requirements

A minimum total of 60 semester hours must be included in the student’s Program of Study, as follows:

- DM core component (doctoral level): 45 credit hours
- Dissertation hours, including Proposal course: 15 credit hours
- Students must successfully complete the comprehensive exams
- Students must defend their dissertation
- Achieve a cumulative grade point average of 3.000

### DM Student Handbook

Admitted students will receive a handbook containing program information, orientation, course rollouts, academic progress, comprehensive exams, program governance and compliance and dissertation specifications among other information pertinent to the DMEL Program.

### Program Time Limits and Residency Requirements

All students enrolled in the Program must successfully complete all coursework and comprehensive examinations within a maximum of five years after commencing the Program. Two years of coursework with a one year extension and four semesters (one year) of dissertation with one year extension. Any exceptions beyond the stated criteria will be determined by the Program Director and/or Program Committee.

Unless otherwise permitted, each student enrolled in the Program must enroll for, and successfully complete, a minimum of 15 credit hours of coursework in an academic year, which may include the summer term. If a student is in good standing and stops out for medical or extenuating circumstances, the student may reenter the program without reapplying for admission for up to one year. The student will be required to petition for reentry into the program and must meet with the Program Director to work out a reentry plan back into the program.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 705</td>
<td>Historical Contexts of Organizations and Society</td>
</tr>
<tr>
<td>MGT 710</td>
<td>Leadership Research Methods I</td>
</tr>
<tr>
<td>MGT 715</td>
<td>Building Structural Capital</td>
</tr>
<tr>
<td>MGT 720</td>
<td>Leadership Research Methods II</td>
</tr>
<tr>
<td>MGT 725</td>
<td>Leading Global Organizations</td>
</tr>
<tr>
<td>MGT 730</td>
<td>Executive Decision Making</td>
</tr>
<tr>
<td>MGT 735</td>
<td>Seminar in Global Culture and Comparative Economic Systems</td>
</tr>
<tr>
<td>MGT 740</td>
<td>Dynamic Business Systems and Innovation</td>
</tr>
<tr>
<td>MGT 745</td>
<td>Global Legal Environment and Effective Communication</td>
</tr>
<tr>
<td>MGT 750</td>
<td>Sustaining Success and Managing Change</td>
</tr>
<tr>
<td>MGT 755</td>
<td>Entrepreneurship</td>
</tr>
<tr>
<td>MGT 760</td>
<td>Executive Analysis of Economics and Financial Models</td>
</tr>
<tr>
<td>MGT 765</td>
<td>Seminar in Leadership and Effective Communication</td>
</tr>
<tr>
<td>MGT 770</td>
<td>Technology and Its Impact</td>
</tr>
<tr>
<td>MGT 795</td>
<td>Dissertation Research Proposal</td>
</tr>
</tbody>
</table>

**DM Degree Program**
Walsh College offers a variety of certificate programs at the graduate and undergraduate levels. Specific admissions requirements and foundation courses, if required, are listed below for each certificate. The candidate may earn a certificate by taking three to seven courses, totaling nine to 21 semester credit hours, depending on the certificate. A minimum of nine semester credit hours not previously taken is required to be awarded a certificate. Candidates should follow the same procedures as undergraduate or graduate-degree applicants. Students may receive advanced standing credit, exclusions, or waivers for specific courses.

Candidates have 48 months in which to complete the coursework with a minimum grade of “C” (2.000) in each course and a cumulative GPA of 2.000. All course prerequisites must be met.

One semester prior to completion, the candidate must file an application for certification with the Records/Registration office. In addition to receiving the certificate, the candidate will have the designation noted on his/her transcript. There are no limits on the number of certificates that can be earned. Certificates will not be awarded for courses completed as part of a degree program.

Certificates will not be issued to candidates with outstanding financial obligations to the College or who have materials that need to be returned to faculty members or the Library.

Certificates are awarded in the following areas:

### Finance
- Available to individuals holding a bachelor’s or master’s degree
- Students must take any three graduate-level finance courses not previously completed as part of a different graduate degree or certificate program.

### Human Resources Management
- Available to individuals holding a bachelor’s or master’s degree

#### Foundation Course
MBA 501 Management and Organization

#### Required Courses
- MBA 555 Human Resources Management
- MGT 556 Organizational Design
- MGT 557 Labor Relations
- MGT 558 Managing Employee Development and Training

### Information Assurance
This graduate certificate will build on previously obtained knowledge. Students will be prepared to build and support an information security program for an organization through the completion of this certification. The goal of the certificate will be to prepare students to assist organizations with their security needs while acquiring the knowledge that will prepare them to take the CISSP certification exam.

- Available to individuals holding a bachelor or master’s degree
- The Information Assurance certificate consists of four to six courses, depending on the student’s prior education.
  - Students that have an active CISA, CISM, CISSP, and/or CPP certification(s) will not be required to complete BIT 546 and BIT 571-BIT 574.
  - Students that have an active SSCP certification will not be required to complete BIT 546, 572, and 573.
  - Students that have an active Security+ certification will not be required to complete BIT 546.

#### Foundation Courses
BIT 526 Enterprise Network Architectures
BIT 546 Information Systems Security

#### Required Courses
- BIT 571 Building an Information Protection Program
- BIT 572 Information Security Safeguards
- BIT 573 Information Systems Threat Assessment
- BIT 574 Cryptography

Upon completion of the classes listed above, the student will be prepared to sit for the CISSP exam. Please refer to CISSP Certification Requirements: www.isc2.org.

### Additional IT Certificates
Students with an IA background may also choose to specialize in one of the following three certificate programs: IT Audit, Chief Information Security Officer, or Digital Forensics. Each certificate program requires:

#### Additional Admissions Criteria
- Available to individuals holding a bachelor’s or master’s degree in a computer-related field
- OR
- Applicants must provide documented competency in the area of computer security; a minimum of one of the following is required:

Walsh College 2007-2008 Catalog
Certificate Programs

- Security+ Certification
- CIW Security Certification
- Network+ Certification
- Microsoft Certification (MCSA, MCSE)
- Novell Certification (CNA, CNE, MCNE)
- CISCO Certifications (CCNA, CCNE, CCIE)

OR

- Two years of verifiable professional-level, full-time work experience in network design/development/administration or information assurance

OR

- Successfully complete BIT 526 Enterprise Network Architectures with a grade of “C” (2.000) or better

AND

Foundation Courses

BIT 546 Information Systems Security
BIT 571 Building an Information Protection Program
BIT 572 Information Security Safeguards
BIT 573 Information Systems Threat Assessment
BIT 574 Cryptography

Chief Information Security Officer

This graduate certificate will build on previously obtained knowledge. Students will be prepared to manage an organizational security program in either the private or public sector in a global marketplace. The goal of the certificate will be to prepare students to assist organizations with their security management, outsourcing, and compliance requirements while preparing them for the CISM certification exam.

Required Courses

BIT 561 Fundamentals of Project Management
IA 570 CISO Skills
MBA 501 Management and Organization
MKT 541 Strategic Communications and Public Relations

Digital Forensics

This graduate certificate will build on previously obtained knowledge. Students will be prepared to build and support an incident response program for an organization through the completion of this certification. The goal of the certificate will be to prepare students to assist organizations with their digital forensics and investigative needs while acquiring the knowledge that will prepare them to take the CFE certification exam.

Required Courses

IA 520 Ethics and Legal Issues for Security Practitioners
IA 551 The Law and Digital Crime
IA 552 Introduction to Structured Digital Forensics
IA 553 Conducting a Cyber Crime Investigation I
IA 554 Conducting a Cyber Crime Investigation II

IT Audit

This graduate certificate will build on previously obtained knowledge. Students will be prepared to build and support an incident response program for an organization through the completion of this certification. The goal of the certificate will be to prepare students to assist organizations with their digital forensics and investigative needs while acquiring the knowledge that will prepare them to take the CISA certification exam.

Required Courses

IA 540 Intrusion Techniques and Defenses
IA 561 Introduction to Auditing Models
IA 562 Auditing Computer Systems I
IA 563 Auditing Computer Systems II
IA 564 Conducting an Audit

International Business

- Available to individuals holding a bachelor’s or master’s degree
- The International Business certificate consists of four courses.

Required Courses

Choose two courses from the following:

IB 514 Foundations of International Business
IB 523 Global Economics
IB 535 International Management
IB 538 Managing Global Production and Technology
IB 540 Global Marketing
IB 545 International Legal Environment
IB 560 Seminar in International Business
IB 577 International Entrepreneurship
IB 579 International Management in Developing Countries

AND choose two additional courses from the following:

IB 561 Culture and Doing Business in Canada
IB 562 Culture and Doing Business in China
Certificate Programs

IB 563  Culture and Doing Business in the European Union
IB 564  Culture and Doing Business in India
IB 565  Culture and Doing Business in Japan
IB 566  Culture and Doing Business in Mexico
IB 567  Culture and Doing Business in the Middle East
IB 568  Culture and Doing Business in Russia

Note: IB certificate students can only register in person, by mail, or fax due to prerequisite requirements that differ from the MSIB degree.

Personal Financial Planning

- Available to individuals holding a bachelor or master’s degree
- The graduate Personal Financial Planning certificate consists of seven courses.

Required Courses

FIN 502  Theory of Financial Planning
FIN 503  Investment Planning
FIN 525  Risk Management
FIN 580  Financial Planning Applications and Case Study
TAX 535  Basic Income Tax and Income Tax Planning
TAX 536  Employee Benefits and Retirement Planning
TAX 537  The Tools and Techniques of Estate Planning

Upon completion of the classes listed above, the student will be eligible to sit for the CFP® certification exam. Please refer to CFP® certification exam requirements at www.cfp.net.

Project Management

This certificate is based on the five domains and nine project management knowledge areas defined by the Project Management Institute (PMI). The goal of the certificate will be to prepare students to assist organizations with their project management needs while acquiring the knowledge that will prepare them to take the project management certification exam.

- Available to individuals holding a bachelor’s or master’s degree
- The Project Management Certificate consists of four courses.

Required Courses

BIT 561  Fundamentals of Project Management
BIT 562  Project Finance, Estimating, and Cost Management
BIT 563  Project Management Tools and Techniques
BIT 564  Project Leadership and Management

Upon completion of the classes listed above, the student will be eligible to sit for the project management certification exam. Please refer to PMP certification requirements at www.pmi.org.

Taxation

- Available to graduates of the Master of Science in Taxation (MST) program, an LL.M. in Taxation degree program, or to graduates of any similar advanced degree in taxation.
- Students must take any three graduate-level tax courses in the MST curriculum not completed in the previous five years.
Academic Advising

The Admissions and Academic Advising office provides support programs and services to assist Walsh College students in achieving their goals. All students are encouraged to meet with an advisor during their first semester and thereafter as needed. Students are also encouraged to meet with an advisor if they experience academic difficulties, would like assistance selecting classes, have questions about their academic program, or seek tutoring assistance.

The academic program sheet given to students upon admission outlines the course of study at Walsh College based on the Catalog in effect at the time of admittance. Students may change programs of study, major, or degree to the newest Catalog year with approval of an advisor in the Admissions and Academic Advising office. All current admissions requirements and policies will apply.

Students are encouraged to review their program requirements each year. An advisor will confirm courses remaining for program completion and review the cumulative and major grade point averages to ensure that students are meeting the expected requirements.

Throughout a course of study, concerns of a personal nature may be experienced that could hinder academic success. Academic advisors help students choose a career field or major, as well as offer options or appropriate referrals to external resources for any personal counseling issues.

Change of Major, Minor, or Degree Program

A student who would like to explore changing majors, minors, or degree programs should contact an academic advisor to discuss available options. A student desiring to change his/her degree program, major, or minor must officially request this change with an academic advisor.

A complete evaluation will be required to determine appropriateness and fulfillment of admissions criteria for the new degree or major. The student will be placed on the most current program of study and will be issued a new academic program sheet. All current admissions requirements and policies will apply. In addition, international students must see an international student advisor so that proper changes can be made to their I-20s.

Request for Guest Student Status

Students must request permission through the Admissions and Academic Advising office to enroll as a guest student at another institution. Enrolling as a guest student is permitted on an approved basis only. For more information, please refer to the Guest Student at Another Institution section of this Catalog.

New Student Orientation/Campus Tours

The Admissions and Academic Advising office provides new students the opportunity to become acquainted with the College’s academic and administrative staff, policies, and student organizations through an orientation program. Information about campus services and the curriculum is provided. The bookstore will be open during orientation so that students can purchase course materials. Upon admission, new students will be notified of the date, time, and location of the next orientation.

Campus tours are also available. Please contact the Admissions and Academic Advising office for information on campus tours.

Special Needs Services

Students with documented disabilities should contact the Coordinator, Retention Services in Admissions and Academic Advising office immediately after being admitted to the College, or whenever they require accommodations. The coordinator will meet with the student to provide for reasonable accommodations to increase the potential for success at Walsh College.

Tutoring

Walsh College takes a very supportive position in assisting students and offers tutoring services (group and private) for selected courses each semester. Tutors are valuable resources when students are experiencing academic difficulties or wish to increase their level of understanding in a subject area. Although every effort is made to have tutors available for every student who needs one, the College cannot guarantee that there will be a tutor for every class. Students are encouraged to request a tutor as early in the semester as possible to better ensure the chance of obtaining a tutor. Students requiring a tutor should contact the Admissions and Academic Advising office, or go online to the portal @ www.walshcollege.edu, and click Resource Center, then Find a Tutor. Once the student completes and submits the form, he/she can select and contact a tutor from the online tutor list.

Walsh College has received a grant to provide tutoring labs for undergraduate accounting, communications, and statistics courses, as well as graduate quantitative methods courses. These labs are done on a walk-in basis and are free of charge to students. The schedule of labs is posted on the Walsh College Web site and at all campuses. In addition to these labs, the grant also provides for study skills workshops to be conducted four times a year. Each workshop covers a different topic in Master Student study skills to better prepare students for success at Walsh College. Students who need assistance with any study skills areas should contact the Coordinator, Retention Services in Admissions and Academic Advising office.
Bookstore
Barnes and Noble has partnered with Walsh College to provide bookstore services. There are two bookstore locations – one at the Troy campus and one at the Novi campus. The Troy bookstore carries books for all campus locations including online classes. The Novi bookstore carries books for classes located in Novi as well as for online classes. Both stores offer spirit clothing, school supplies, and gift items.

Ordering Textbooks
For the convenience of all Walsh College students, Barnes and Noble has established a Web site, located at www.walshcollege.bkstore.com. After registering for classes, students can access this Web site through the Walsh College home page, www.walshcollege.edu, and order textbooks. The same site may be accessed through www.whywaitforbooks.com. Students may have books delivered to any campus free of charge, or shipped to their home or office (no P.O. boxes) for a small additional fee. Textbooks can also be paid for via financial aid or direct bill to employers. Students who use these payment methods must contact the Troy campus bookstore in advance of placing an order or reserving textbooks.

Computer Software
Barnes and Noble offers a variety of computer software at great savings through a partnership with CampusEstore.com.

Textbook Refund Policy
- A full refund will be given in your original form of payment if textbooks are returned during the first week of class with a receipt.
- With proof of a schedule change and a receipt, a full refund will be given in your original form of payment during the first 30 days of classes.
- All specialty and reference book refunds will be given in your original form of payment with a receipt within three days of purchase.
- No refunds on textbooks without a receipt.
- Textbooks must be in original condition.

Book Buy-Back
Book buy-back dates for best prices will be posted each semester in the bookstores. Textbooks selected by Walsh College instructors for use in the following semester will be purchased from Walsh students at approximately 50 percent of the retail price until inventory requirements are met. Books brought in for buy-back after the stores’ needs are met will be purchased at current wholesale prices.

The bookstores provide wholesale book buy-back year-round. This service allows students to sell books even though they are not needed by our campus’ stores. Prices paid under this program are determined by market forces and are set by the wholesale company. Restrictions apply to this program. Please contact the Troy campus bookstore for additional information.

Business Office

Tuition and Fees
To obtain the current tuition and fee expenses, students should refer to the Registration Materials/Schedule of Classes published each semester, or the Business Office section of the College Web site.

Tuition Payments
Full tuition and fees may be paid at the time of registration, or in lieu of full payment, registrations are also accepted if a student selects one of the following options:

- **Qualified Third-Party Payment Voucher**: Approved employer or organization vouchers must be attached to the registration form or submitted to the Business Office prior to registering online. Direct billing of the third party will take place after the drop/add period. Payment must not be dependent upon grade and must be paid directly to the College and not the student. Applications for vouchers are not accepted. See the Registration Materials/Schedule of Classes for voucher due dates.

- **Financial Aid/Scholarship/Veterans Benefits**: Eligible financial aid and/or scholarship and veterans benefit recipients will receive a waiver of the minimum payment requirement.

- **Minimum Tuition Payment**: Students must make a minimum $400 deposit to register for courses. The balance must be either paid in full by the designated date in the Registration Materials/Schedule of Classes or the student’s account will be automatically placed on the deferred payment plan.

- **Deferred Tuition Payment Plan**: If the balance due is not received in the Business Office by the designated date listed in the Registration Materials/Schedule of Classes, the account is automatically placed on the deferred payment plan. At that time, a non-refundable deferred payment plan fee will be charged to the account. The remaining balance is then due in two installments. To calculate the deferred payment amount, add $20 to the remaining balance and divide by two. The deferred payment dates are listed in the Registration Materials/Schedule of Classes and on the Web site. Late fees will be assessed for all late and partial payments.
If a student submits his/her registration form without one of these tuition payments, the registration will not be processed. If the student is registering online and no payment is submitted, he/she will be dropped from all classes the next business day. The registration fee will be assessed.

Policy on Non-Sufficient Fund Checks
Checks returned to Walsh College that are not honored by the student’s financial institution will be re-deposited and charged a service fee. If a check is returned again, the student will be notified and expected to pay the owed amount within five business days. In the case of bank error, a written document directly from the bank or financial institution will correct the situation. After receipt of two non-sufficient fund checks, a student may no longer submit checks as a method of payment.

Tuition Refund Policy
- Courses dropped on or before the eighth day of the semester will receive a 100 percent tuition refund.
- Courses dropped the ninth to fourteenth day of the semester will receive a 50 percent tuition refund.
- No tuition refund will be given for courses dropped after the fourteenth of the semester.
- Registration and international fees are not refundable.
- Refunds of tuition and course fees will be processed upon completion of the drop/add period in accordance with the tuition refund schedule.

Exceptions to Tuition Refund Deadlines
If an extraordinary circumstance occurs that prevents a student from attending his/her courses for the term, exceptions to the tuition refund deadlines may be granted. To be considered for an exception to the policy, the student must drop or withdraw from all courses and submit the Tuition Refund Request form with supporting documentation to the Business office. The form is available on the Web site under Current Students/Tuition or on campus. Each request will be reviewed by the Refund Exception Committee and a response will be sent in writing within 30 days. All requests must be submitted before the term ends. Requests received after this date will not be reviewed.

If the Committee determines that the request meets the criteria for an exception (an unforeseen and unavoidable hardship that prevents a student from attending his/her courses), a 100 percent credit of tuition will be applied to the student account. Registration and international fees are not refundable.

Examples of hardships that may qualify for an exception include, but are not limited to:
- Illness or injury with doctor’s note or hospitalization records
- Death of an immediate family member with death certificate or death notice
- Involuntary work transfer or shift change with employer documentation

Tuition refund requests will not be granted for:
- Conflicts between personal and class schedules
- Overtime
- Accepting a new position or voluntary transfer within current employment
- Loss of employer tuition reimbursement
- Difficult class schedules or non-attendance
- Missing posted refund dates

A student is responsible for knowing all applicable tuition refund dates when he/she registers for courses.

Students receiving federal financial aid should refer to the section title “Tuition Refund Policy Affecting Financial Aid Recipients” in this Catalog.

Tuition Rate Assessment
Tuition charges are billed at the level of the course in which the student enrolls. All 200 through 400 level courses are billed at undergraduate tuition rates. All 500 through 600 level courses are billed at graduate tuition rates. All 700 level courses are billed at doctoral tuition rate. Students should consult the Registration Materials/ Schedule of Classes for current tuition rates.

Indebtedness to Walsh College
A student who is indebted to Walsh College will not be permitted to register for classes, view grades, or receive his/her diploma and/or academic transcript. All indebtedness to the College must be paid and all materials and/or books borrowed from the Library or a faculty member must be returned prior to graduation in order for the student to receive a diploma or an academic transcript.

Career Services
The Career Services office assists students and graduates in the pursuit of their career goals by providing career advising, resume reviews, job postings, and coordinating recruiting events. Students and alumni may contact the office for assistance in securing full-time, part-time, or internship positions. To obtain information about events and activities sponsored by Career Services, students can access Career Services on the Walsh Portal, read department handouts, or...
contact the office directly. Employers advertise open positions through the Career Services office. These positions are made available to students and alumni in e-Recruiting, located on the Career Services Portal.

Career Services utilizes e-Recruiting, an online job search tool, to assist students and alumni with their job search. Students and alumni may register and post their resumes in a resume book that is searchable by employers; however, students should take the initiative to apply directly to the positions posted at the College. Positions posted at Walsh College, HotJobs.com, CareerBuilder.com, and Dice.com are available in e-Recruiting. Career Services forwards resumes to employers for selected open positions posted at Walsh College. Individual assistance is available by appointment for career advising, including career assessment and planning; resume and cover letter preparation; job search strategies; and mock interviews. Special events such as career fairs, employer presentations, employer mock interviews, and career-related sessions are also provided. Career information and materials are available through both Career Services and the Walsh College Library.

Companies and organizations interview students who are nearing graduation by participating in on-campus recruiting. On-campus recruiting is held twice a year, during October/November and February/March. Employers may select to interview at the Troy or Novi campus, or at both. Campus recruiting policies and procedures are detailed in a handbook and through information sessions provided before each on-campus recruiting event. All students should plan to participate in on-campus recruiting within three semesters prior to graduation. Because public accounting firms recruit heavily in the fall, accounting students interested in interviewing for positions at public accounting firms should plan to participate in October/November on-campus recruiting prior to their graduation.

The initiative for finding employment remains with the student or graduate. Career Services cannot guarantee employment, but will assist individuals in their efforts to secure employment. Any student dismissed from the College is ineligible to utilize Career Services until reinstated.

Financial Aid and Scholarships

Walsh College participates in federal and state financial aid programs and awards scholarships based on academic achievement and financial need. Policies, procedures, and regulations relating to these areas are published in several areas, including the Walsh College Catalog, Student Financial Aid Step-by-Step Guide, and scholarship application, all available online. It is the student’s responsibility to read and become familiar with these policies and procedures. Failure to do so does not excuse a student from the requirements or policies as described.

Financial Aid

Financial assistance is based upon the following criteria:

- **Financial Need** – A student who demonstrates financial need as defined by the federal government may be eligible to receive financial assistance through federal, state, and/or institutional financial aid programs. These programs include grants, scholarships, and loans. A student must be enrolled on at least a half-time basis in order to receive federal and state grants and federal loans. A student who is enrolled less than half-time will have grants and/or loans for that term cancelled.

- **Financial Aid Eligibility** – To be eligible for financial aid, a student must be a citizen of the United States or an eligible non-citizen.

A student admitted to an undergraduate, graduate or doctorate program may apply for a state grant and/or student loan.

Financial aid students must be enrolled in a degree or certificate program in order to be eligible for financial aid. In addition, students must be enrolled on at least a half-time basis in order to receive federal aid. Students who are auditing classes cannot include those credit hours in determining half-time enrollment.

Undergraduate students are also eligible to apply for scholarships. A non-degree-seeking student is ineligible for federal, state, or institutional financial aid, including loans and scholarships. Students enrolled in a certificate program are eligible to apply for financial aid.

Enrolled students who have been awarded Title IV financial aid may charge books and supplies from the Walsh College bookstore to their student accounts. Payments of Title IV funds to a student account must be authorized through the statement included on the student Financial Aid office supplemental worksheet.

Walsh College participates in the following financial aid programs:

**Federal Programs**

- Federal Pell Grant Program
- Federal Parent Loan (PLUS) Program
- Federal Subsidized and Unsubsidized Stafford Loan Program
- Federal Supplemental Educational Opportunity Grant Program (SEOG)

**State Programs**

- Adult Part-time Grant (APTG) Program *(spring and summer semesters only)*
- Michigan Tuition Grant (MTG) and Competitive Scholarship (CSP) Program
- Michigan Work Study (MWS) Program
Financial Aid Entrance Interview

A financial aid recipient who is a first-time borrower of the Federal Stafford Subsidized and Unsubsidized Loan programs at Walsh College must participate in loan entrance counseling. This counseling session requirement can be completed online or by viewing a videotape. This must be done before a loan borrower can receive his/her first loan disbursement. Information about online loan counseling can be obtained from the Walsh Web page. The videotape is available only at the Troy campus. Arrangements may be made for viewing at other campus locations.

Financial Aid Exit Interview

A financial aid recipient who has borrowed under the Federal Stafford Subsidized or Unsubsidized programs must participate in a loan exit counseling session. This counseling session requirement can be completed online, by individual appointment, or by group session. The exit interview must be conducted shortly before the borrower ceases at least half-time enrollment. A graduating student must attend an exit interview session prior to his/her graduation. Group exit interviews are held periodically through the year. Information about online counseling can be obtained from the Web page.

Tuition Refund Policy Affecting Financial Aid Recipients

Financial aid recipients who completely withdraw from all classes are subject to the federal Return to Title IV refund policy. If a student completely withdraws before the first 60 percent of the semester, Walsh College is required to return a percentage of the student’s federal aid based on the percentage of the term completed. For example, if the student completes 40 percent of the term, then the student earned 40 percent of the aid and the remainder of the federal aid must be returned. If the return of federal financial aid results in a balance due on the student’s account, the student will owe Walsh College and will be required to bring the account up to date before re-enrolling. Refunds generated by one of the above policies will be refunded in the following order:

1. Unsubsidized Federal Stafford Loan
2. Subsidized Federal Stafford Loan
3. Federal PLUS Loan
4. Federal Pell Grant
5. Federal SEOG
6. Other Title IV programs

All withdrawals must be officially processed by the last date to withdraw as published in the Registration Materials/Schedule of Classes. A student who fails to withdraw may owe a repayment of financial aid funds received and lose further eligibility for aid. A complete explanation, including examples, of the refund policies can be found in the Frequently Asked Questions available online. Students can obtain a copy of the guidebook from the Financial Aid office.

In addition, if a student fails all classes, the College is required to determine if the student actually attended those classes. If the faculty members cannot verify that the student attended classes, for financial aid purposes the Financial Aid Office is required to treat that as an unofficial withdrawal and apply the refund formula. The student will be responsible for those charges.

Scholarship Categories

A variety of scholarships is available for Walsh College undergraduate students. These scholarships are based upon academic achievement, minority status, academic program, and/or financial need. Prospective transfer students who demonstrate strong academic performance may apply for a Walsh College scholarship after completing only 30 credit hours at a community college. Students must be enrolled on at least a half-time basis in order to receive scholarship funding. New undergraduate students may apply for three specific categories of scholarships.

Jeffery W. Barry Endowed Scholarship

Walsh College’s most prestigious academic scholarship is awarded to new undergraduate transfer students majoring in accounting.

Community College Excellence Awards

This scholarship is given to new undergraduate students transferring from a Michigan community college. Students must have a minimum of 60 semester credit hours to transfer to Walsh College. Scholarship criteria will include the student’s academic program as well as cumulative grade point average.

Academic Awards

These scholarships are awarded to undergraduate transfer students based on their proposed major and cumulative grade point average.

Multicultural Awards

These scholarships are awarded to undergraduate minority students and are intended to enhance diversity at Walsh College.

New student scholarship applications are available for incoming undergraduate students.

Scholarship application deadline dates are:
Application Deadline | Semester
--- | ---
June 1 | Fall
November 1 | Winter
February 1 | Spring
May 1 | Summer

Scholarship applications received after the deadline will be considered based on availability of funds.

**Endowed and Annual Scholarships**

These scholarships are funded through generous gifts from donors, corporations, or organizations. Annual contributions provide ongoing scholarship assistance for students.

**Endowed Scholarships**

- Paul P. Baker Endowed Scholarship (accounting students)
- Jeffery W. Barry Endowed Scholarship (accounting students)
- Berger and Wild Scholarship (accounting students)
- The Briggs Endowed Scholarship
- Frank and Judith Borschke Endowed Scholarship
- Cynthia Collins Memorial Scholarship
- Comerica Women & Minority Scholarship
- Leo F. Egan Scholarship
- Frederick A. and Barbara M. Erb Endowed Scholarship for Online Learning
- Firman and Rhoda Hass Endowed Scholarship
- Frank and Helen Gofrank Endowed Scholarship
- Golf Classic Endowed Scholarship
- H. Theodore Hoffman Memorial Scholarship
- Thomas R. Johnson Endowed Scholarship
- Arthur, Marguerite and Fred Kaufmann Endowed Scholarship
- Aubrey W. and Jean F. Lee Endowed Scholarship
- Masco Corporation Foundation Endowed Scholarship
- Carl W. McConkey Memorial Scholarship
- Moore Family Endowed Scholarship
- Novi Student Scholarship
- Pearson Endowed Scholarship
- Norman C. Perrin & The Rehmann Group Scholarship
- Marlene Rady Endowed Scholarship
- William C. Roney, Sr. Endowed Scholarship
- Arthur and Rita Schmaltz Endowed Scholarship
- George and Elizabeth Pyle Seifert Endowed Scholarship
- Ernest Shaw Memorial Scholarship
- Arthur E. and Erika Strunk Endowed Scholarship
- M.T. Walsh Endowed Scholarship
- W. Margaret Walsh Endowed Scholarship
- Walsh College Alumni Association Endowed Scholarship
- Walsh College Executive Officers Fund
- Walsh College Minority Scholarship Fund
- Walsh College Student Government Fund
- George R. Waltensperger Memorial Scholarship
- Archie D. Waring Memorial Scholarship
- Morris A. Wattles Memorial Scholarship

**Annual Scholarships**

- American Association of University Women – Birmingham Branch Scholarship
- American Association of University Women – Grosse Pointe Branch Scholarship
- ArvinMeritor Annual Scholarship
- Bank One Minority Scholarship
- DaimlerChrysler Corporation Fund Scholarship
- Gordon Advisors Scholarship
- Thomas J. Hinsberg Annual Scholarship
- Stephen A. and Jane P. Horn Annual Scholarship
- Howard and Howard Scholarship
- Denise Ilitch Scholarship
- Kiwanis Club of Troy Merit Award
- Kulkarni International Student Scholarship
- Edward C. Levy Company Scholarship
- Donald E. and Gwendolyn Schmaltz Scholarship
- Judith L. Radtka Memorial Scholarship
- Tower Scholarship
- Walsh College Boosters Scholarship

**Scholarship Criteria**

Specific selection criteria for scholarships are described on the scholarship application available in the student Financial Aid or Admissions and Academic Advising offices. Additional criteria for endowed and annual scholarships are available from the Financial Aid office. Scholarship evaluation will include coursework from all colleges attended, including courses taken at out-of-country schools.
Satisfactory Academic Progress for Financial Aid Recipients

In addition to Walsh College’s academic standing policy, the Financial Aid office is required to maintain its own satisfactory academic progress policy. Students may be eligible to enroll for classes but may not be maintaining academic progress for financial aid purposes. It is the policy of the Financial Aid office to provide financial assistance to students who remain in good academic standing (as defined by the financial aid office) and who make satisfactory academic progress toward their degree while receiving financial aid. This policy is reviewed at the end of the fall and spring semesters.

In order to maintain satisfactory academic progress for financial aid eligibility while attending Walsh College, a student must meet both the Qualitative Factor and Quantitative Factor described in this section.

Qualitative Factor

A student meets the Qualitative Factor of this Satisfactory Academic Progress (SAP) policy if he/she meets the satisfactory academic progress requirement as defined in the Academic Standing Policy printed in the College Catalog. The Admissions and Academic Advising office is responsible for monitoring this policy and determining the student’s eligibility to register for classes at Walsh College. To be eligible for financial aid, graduate students are required to maintain a 2.000 cumulative grade point average in order to be meeting the qualitative factor. In addition, graduate and undergraduate students in their third probationary term are not considered to be meeting the qualitative factor.

Quantitative Factor

A student meets the Quantitative Factor of this Satisfactory Academic Progress (SAP) policy if he/she has successfully completed 50 percent of all semester credit hours attempted.

Please note: Excessive withdrawals, incomplete courses, repeated courses, and non-credit remedial coursework will affect a student’s progress toward graduation and may cause a student to be placed on SAP probation, which could jeopardize future financial aid eligibility.

In all cases, a student is required to complete his/her academic program within five years. A student qualifying for financial aid must meet this requirement as well as maintain both the Qualitative and Quantitative Factors described above.

Satisfactory Academic Progress Appeals Process

Students who are denied financial aid as a result of not meeting the above standards for satisfactory academic progress may appeal the decision by taking the following steps:

1) File a written petition with the director of Financial Aid for a waiver of the satisfactory progress requirements, stating reasons for failure to meet the requirements, how satisfactory progress will be achieved, and the period of extension requested.

2) If the director of Financial Aid denies the appeal, the student may file an appeal with the Student Conduct and Appeals Committee, as outlined in the Walsh College Catalog.

Students are allowed one appeal of unsatisfactory progress. If a student is still not making academic progress after having appealed, he/she will not be eligible to appeal again.

Library

Campus Libraries

Walsh College provides a comprehensive business library to all currently enrolled students. With more than 26,000 items and on and off campus access to more than 50 databases, the Walsh College Libraries are considered to be one of the finest business collections in the State of Michigan.

In addition to 24/7 access to full text business databases, Walsh College student’s can also utilize virtual reference service and a variety of electronic reserve items.

The main Library collection is housed in the Vollbrecht Library located at the Troy campus. Included in the book and serials collection of the Vollbrecht Library is an extensive tax collection.

The Kaufman Library at the Novi campus is primarily electronic. Print materials are delivered between libraries for student and faculty convenience.

Walsh College supports student and faculty research needs through no cost interlibrary loan. The College also participates in the Michicard program which allows direct student borrowing from more than 300 libraries throughout Michigan including Wayne State University, the Detroit Public Library, The University of Detroit-Mercy, Oakland University and Eastern Michigan University.

Walsh College students attending classes at the University Center at Macomb Community College may make use of the Macomb Community College library.

Walsh College librarians provide one on one reference service to students as well as classroom instruction for conducting effective research for business related topics.
Registration Policies and Regulations

Registration materials and information on registration policies, procedures, and the schedule of classes can be found on the Walsh College Web site. Go to www.walshcollege.edu; click Current Students, and Records and Registration. The Registration Materials/Schedule of Classes publication is also available at any campus location approximately two weeks prior to the beginning date of priority registration for a given semester.

Walsh College offers many registration options for students. A student can register online using WebAdvisor; by mail; by fax or by dropping a registration form off in person at any campus location. Students can register through the eighth day of the semester. A student should consult the Registration Materials/Schedule of Classes for appropriate registration dates and an official listing of classes offered, days, and meeting times. If Walsh College encounters a problem processing a student’s registration, the student will be contacted. A late fee will be assessed for any registration exception approved after the designated registration period.

Confidentiality Statement and Security Information

Students who register online should be aware that WebAdvisor is a fully encrypted Web site designed to protect confidential information. To further ensure confidentiality, passwords must be changed every 90 days. Please note that students are still responsible for preventing unauthorized access. It is important that students not share their login or passwords and to properly log out of WebAdvisor when finished accessing information.

Selection of Courses

Walsh College does not specify or regulate the number of courses or credit hours selected by a student each semester, providing the student is in good academic standing. In undergraduate degree programs, the College considers 12 semester credit hours to be a full-time academic program. In graduate degree programs, a student carrying nine semester credit hours is considered to be a full-time student.

Upon admission to the College, a student employed on a full-time basis is urged to consult with an academic advisor concerning the appropriate course load. A student receiving any form of student financial assistance should inquire about the number of semester credit hours necessary to receive such benefits.

Although the College does not maintain a policy regarding the number of courses required each semester, the student should be aware of the time limitation attached to complete each degree program. More information about time limitations is listed in the sections entitled Bachelor’s Degree

Graduation Requirements and Master’s Degree Graduation Requirements.

Registration Confirmation

Students can confirm their registration at any time by using the My Class Schedule link on WebAdvisor. Students should carefully review their schedules after registering and every time a schedule change is made to ensure that processing was completed and to ensure accuracy of course section numbers and meeting times. Ultimately, a student’s schedule is the student’s responsibility.

Prerequisites Policy

Prerequisites are assigned to a course to ensure that the student is properly prepared for the course and will be able to derive the maximum educational benefit from that course.

Undergraduate students are required to complete all prerequisites courses with a grade of “C” (2.000) or better for courses within their major. Graduate students must complete all course prerequisites with a grade of “C” (2.000) or better.

A student should consult the Registration Materials/Schedule of Classes for the most current course prerequisites. It is the responsibility of the student to plan the selection of courses so that all prerequisites for a selected course are successfully completed prior to enrollment.

A student who wants to request a waiver of prerequisites must submit the request through the Admissions and Academic Advising office. The Prerequisite Waiver Form will be forwarded to the department chair or program director for review prior to registration. The student will be notified when a decision is made. A student who has enrolled in a course without the required course prerequisites or authorized prerequisite waiver for that course will be dropped from the course. The student will receive a full tuition refund, excluding the non-refundable registration and international student fees.

Class Enrollment Policy

Students are not allowed to attend classes unless they are officially enrolled and the appropriate tuition and fees have been paid. Students who violate this policy will not receive a grade or credit for that course. Each student is encouraged to check with the instructor to verify that he/she appears on the instructor’s official class roster.

Class Cancellations/Changes

The College reserves the right to cancel classes and make changes to the Registration Materials/Schedule of Classes, instructors, and course prerequisites.

Drop/Add Policy

Students may make changes to their schedules during the designated registration period. Dropping and/or adding courses can be processed online using WebAdvisor, or initiated
in writing by the student either by mail, fax, or in person. During the drop/add period, a full or partial tuition and course fee refund may be extended. Students should refer to the registration calendar to determine the percentage of tuition refund. Registration and international fees are non-refundable. Students should carefully review their schedules after dropping and/or adding courses to ensure that processing was completed and to ensure accuracy of course section numbers and meeting times. Ultimately, a student’s schedule is the student’s responsibility.

Any course dropped during the drop/add period will not be reflected on the student’s academic transcript. There is no fee for adding or dropping courses during the designated drop/add period. A late fee will be assessed for any add exceptions approved after the designated add period.

Drop/Add forms sent by mail will be considered as submitted on the U.S. postmark date. Drop/Add forms submitted online or by fax will be considered as received on the date submitted. Drop/Add forms submitted in the Records and Registration office drop box after business hours will be accepted and processed the morning of the next business day. Drop/Add forms processed in this manner will be dated as of the prior business day. The drop box opens at 8:30 a.m. Monday through Friday, and forms are processed at that time.

A student may add classes to his/her schedule through the eighth day of the semester. Please refer to the Registration Materials/Schedule of Classes for specific registration and drop/add dates for the current semester. A student may drop classes through the fourteenth day of the semester. Courses dropped through the eighth day of the semester will be issued a 100 percent refund of tuition and course fees. Courses dropped between the ninth and fourteenth day of the semester will be issued a 50 percent refund of tuition and course fees. The registration and international fees are non-refundable. Please refer to the Registration Materials/Schedule of Classes for specific refund dates for the current semester.

After the official drop/add period, the student is solely responsible for adjustments to his/her personal, professional, extracurricular, and employment schedules as they relate to class attendance.

A student who does not officially drop his/her course within the first two weeks of classes is financially obligated to pay for the course(s) even if he/she has not attended any sessions. This includes any fees that have been added to the student account. Students receiving federal financial aid must review the Tuition Refund Policy Affect on Financial Aid Recipients in this Catalog.

Note: An international student on an F-1 visa must consult with the designated school official/international advisor in the Admissions and Academic Advising office before dropping a class that will result in less than full-time status.

Course Withdrawal Policy

Students may withdraw from courses beginning the third week of the semester through the end of the eighth week of the semester. Students must refer to the current Registration Materials/Schedule of Classes for the most accurate dates pertaining to withdrawing from courses. Withdrawing from courses is a formal procedure that must be initiated by the student in writing by mail, fax, in person, or online through WebAdvisor. The College does not allow instructors to initiate a withdrawal for a student.

There is no tuition refund given for withdrawn courses, and a grade of “W” (Withdrawal) appears on the student’s academic transcript. Students are responsible for all tuition and fees incurred. Students should carefully review their schedules after withdrawing from courses to ensure that processing was completed. Ultimately, a student’s schedule is the student’s responsibility.

A student may withdraw from the same course no more than twice during his/her academic career. Courses that are equated (example: ACC 500/MBA 500) will be considered as two attempts of withdrawing from the same course for purposes of this policy. A letter grade (A-F) will be issued on a student’s academic transcript when the withdrawn course is repeated for the third time.

Withdrawal forms sent by mail will be considered as submitted on the U.S. postmark date. Withdrawal forms submitted online through WebAdvisor or by fax will be considered as received on the date submitted.

Forms submitted in the Records and Registration office drop box after business hours will be accepted and processed the morning of the next business day. Withdrawal forms processed in this manner will be dated as of the prior business day. The drop box opens at 8:30 a.m. Monday through Friday, and forms are processed at that time.

Students receiving federal financial aid are encouraged to contact the Financial Aid office before withdrawing from classes to determine if there are any financial implications as a result of the withdrawal. Additional details can be found in the Financial Aid and Scholarships section.

Note: An international student on an F-1 visa must consult with the designated school official/international advisor in the Admissions and Academic Advising office before withdrawing from a class that will result in less than full-time status.

Holds

There are six different types of holds that can affect a student’s registration: academic standing, administrative, admissions, final transcript, financial, and library. Students who have any of these holds placed on their records will not be eligible to register for courses, and must contact the appropriate office for resolution.
- **Academic Standing Hold** – Requires students not maintaining satisfactory academic progress to meet with an advisor in the Admissions and Academic Advising office to discuss plans to improve their academic standing.

- **Administrative Hold** – An administrator of the College has placed the hold to prevent the student from registering. Contact the Records office for resolution.

- **Admissions Hold** – Applies to a student who has not attended the College for 12 consecutive months; has graduated; or has not provided the Admissions office required documentation. Contact the Admissions and Academic Advising office for resolution.

- **Final Transcript Hold** – Applies to new students who have not provided Walsh College with official transcripts from all colleges attended prior to registering for their second semester.

- **Financial Hold** – A student owes the College for past tuition or fees. The hold will be removed once the student makes payment in the Business office.

- **Library Hold** – A student has outstanding Library fines or materials. The hold will be removed after the student returns the materials or pays the fines to the Library.

**Cancellation of Enrollment**

The College reserves the right to administratively cancel a student’s registration due to non-payment of tuition or fees, academic dismissal, or if directed by an officer of the College.

**Advance Assignments**

Instructors may issue advance assignments for certain courses. A complete list of advance assignments will be available approximately two weeks before classes begin. This listing is available in the bookstore and on the College Web site.

**Classroom Assignments**

The College updates classroom assignments as needed. Students should consult the most current classroom assignment schedule on the first day of classes. Final classroom assignments are posted on the Web site, outside of each classroom, and in the main lobby of each building on the first day of classes.
Student Clubs
Walsh College student clubs provide opportunities to meet new people, learn about and participate in specific areas of interest, and build a network of professional as well as personal contacts. Although each club and organization has its own focus, each provides experiences that enhance education.

Faculty and/or administrative staff serve as advisors to student clubs. Advisors authorize programs and financial transactions and ensure general compliance with College policies. New clubs must be approved by the vice president for Marketing, Enrollment & Government Relations.

**Student Clubs:**
- Accounting Club
- Association for Computing Machinery
- Finance and Economics Club
- International Student Association
- MBA Association
- National Association of Black Accountants, Inc.
- Student Government

**Accounting Club**
The primary goal of the Accounting Club is to provide Walsh College students the opportunity to network with local community and business leaders. It will also provide students the ability to interact with other students and faculty who are interested in the accounting field. Club activities will include participation in charitable, community service and social events.

**Association for Computing Machinery**
The Association for Computing Machinery (ACM) is the world’s oldest and largest educational and scientific computing society. Since 1947, ACM has provided a vital forum for the exchange of information, ideas, and discoveries. Today, ACM serves a membership of computing professionals and students in more than 100 countries in all areas of industry, academia, and government.

The Walsh ACM student chapter is a forum through which members share technological insights, discuss leading edge developments, network with business colleagues, and participate in professional development as well as public service activities. Student members of ACM are able to access the works and thoughts of some of the most respected people in the technology field. ACM student membership also provides many additional benefits, including access to conference proceedings, reduced rates on publications and software, and the ability to attend locally sponsored events, seminars, and professional meetings.

**Finance and Economics Club**
The Finance and Economics Club goals include increasing awareness of undergraduate and graduate finance and economics programs at the College by becoming involved with the business community. Members attend The Economic Club of Detroit meetings, work with The Intercollegiate Studies Institute (ISI), Students in Free Enterprise (SIFE), and Junior Achievement. Speakers are invited to the campus to discuss current finance and economic topics and trends. The Club also sponsors the annual State of the Union Economic Symposium at Walsh College.

**International Student Association**
Walsh College International Association is an active student organization. Members strive to promote and foster friendly intercultural relationships within the community through social, professional, and philanthropic events. All students (international and domestic), alumni, and friends of Walsh College are welcome to join.

**MBA Association**
The focus of the MBA Association is to connect students with resources and contacts in the College and in the community. Through networking with professionals, retirees and alumni, students will enhance their career development and opportunities.

**National Association of Black Accountants, Inc.**
The Walsh College student chapter of the National Association of Black Accountants, Inc. (NABA) was established in 1991 to address the professional needs of African American students. NABA is an organization which promotes professional development and encourages students in their educational endeavors. Although many NABA members are pursuing accounting degrees, the Walsh College chapter is open to benefit students in any business major. The organization serves as a link for African American students and other minorities to become more active in the accounting, finance, and business professions.

**Student Government**
The Walsh College Student Government serves as the official voice of students at the College. Students interested in joining can complete a petition form to become a member. Members interested in an officer position are selected for one-year terms. Student input improves the environment of the College and members participate in program development and fundraising.
National Honor Society

Delta Mu Delta

Delta Mu Delta is a national honor society in Business Administration founded in 1913 by five professors in the School of Commerce, Finance and Accounting at New York University. The Greek letters in the Society’s name stand for Dia Mathessos Dynamis: “Through knowledge, power,” the power to manage creativity for social and economic good.

The Gamma Eta chapter of Delta Mu Delta was established at Walsh College in 1976, becoming the 79th chapter nationwide. Currently, Delta Mu Delta chapters operate at 197 different colleges and universities throughout the United States and Canada.

Membership is by invitation only. Four times a year, qualifying students are mailed an application to join Delta Mu Delta. Delta Mu Delta candidates/graduates are noted in the Walsh College commencement program.

Delta Mu Delta membership criteria are:

- Undergraduate students ranking in the top 20 percent of students in their class, with a cumulative grade point average of 3.300 or higher.
- Graduate students ranking in the top 20 percent of students in their class, with a cumulative grade point average of 3.600 or higher.
- Eligible undergraduate students must have completed at least 23 semester hours in residence at Walsh College.
- Eligible graduate students must have completed at least 18 semester hours in residence at Walsh College.

Nominations for this award are accepted year-round and can be submitted to the WCAA board of directors or to the Alumni Relations office.

General Information

Emergency Closing

If severe weather or an emergency forces the closing of Walsh College, an announcement will be on the home page of the Walsh College Web site and on the College closing information line at (248) 823-1632 for all campus locations. Local radio and television stations will be contacted to carry the message. In the event that Walsh College closes in the daytime, classes still may be held in the evening. The decision to cancel evening classes is made by 3 p.m. for classes that start at 5 p.m. or later. When Macomb Community College closes, Walsh College classes offered on that campus will be cancelled, regardless of the situation at other campus locations.

Lost and Found

A lost-and-found area is located at the front reception desk in the main lobby and the Library at the Troy campus. Students can report lost items or turn in found items at both places. Items are held for one semester and then discarded.

At the Novi campus, the lost-and-found area is located in the Shipping/Receiving office. Items are held for one semester and then discarded.

At the University Center on Macomb Community College’s campus, Room 100 holds lost-and-found items. Inquiries about these items can be made at the Information Desk across from the main entrance doors. All personal items are forwarded directly to the Macomb Community College Public Safety Office in I Building. Textbooks and notes are held for one to two days and then transported to the Public Safety office in I Building.

Food Service

Meals are available daily and served cafeteria-style in a lunchroom setting at the Troy campus. Please refer to the College Web site for current cafeteria operating hours. Vending machines are also available in the cafeteria.

At the Novi campus, the bookstore carries snacks and packaged foods. Vending machines with beverages and snack items are available in the student lounge area. A microwave is also located in this area.

Duplicating Services

Photocopiers are available at each campus location for student use.
Conferencing Facilities
Full-service conference facilities are available in both Troy and Novi and will accommodate groups up to 250, offering:

- Classrooms with built-in projection systems
- Conference planning assistance
- Complete audiovisual support
- Electronic SMART Boards™
- Full catering service
Academic Policies and Requirements

A student enrolled in a course at Walsh College must observe all academic policies and regulations in effect and published in the current Catalog or in other official publications. It is the responsibility of the student to be aware of all changes in academic policy as implemented by Walsh College. Any student wishing to be exempt from a specific academic policy as outlined in the Catalog or elsewhere must formally petition the specific administrative or academic department enforcing the policy.

Grading System

Courses taken at Walsh College are recorded by letter grade (A-F); the four-point system (4.000) is used to compute the grade point average (GPA). Grades are awarded according to the following system:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description of Attainment</th>
<th>Grade Points per Semester Credit Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.000</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>3.700</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.300</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.000</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>2.700</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.300</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2.000</td>
<td></td>
</tr>
<tr>
<td>C-</td>
<td>1.700</td>
<td></td>
</tr>
<tr>
<td>D+</td>
<td>1.300</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>D-</td>
<td>0.700</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
<td>0.000</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
<tr>
<td>NR</td>
<td>No grade reported</td>
<td>Not included in computing hours, grade points, or GPA</td>
</tr>
</tbody>
</table>

For students in the MSF degree, the grade of “C” (2.000) is an acceptable and satisfactory grade for purposes of course completion; however, a 2.750 overall cumulative grade point average must be achieved as a requirement for graduation.

Satisfactory academic standing is a cumulative grade point average of 2.750.

For students in the MBA, MSIA, MSIB, MSIS and MSSL degree programs, the grade of “C” (2.000) is an acceptable and satisfactory grade for purposes of course completion; however, a 3.000 overall cumulative grade point average must be achieved as a requirement for graduation. Satisfactory academic standing is a cumulative grade point average of 3.000.

For students in the MAC and MST degree programs, the grade of “C” (2.000) is the minimum acceptable grade for many courses. As a graduation requirement, an undergraduate student must maintain a 2.000 for both the overall cumulative grade point average and for the cumulative grade point average in his/her major. For undergraduate degree programs, satisfactory academic standing is a cumulative grade point average of 2.000 or better.

“W” (Withdrawal) indicates the student has withdrawn from the course. This grade earns no credit for purposes of graduation and is not included in a student’s grade point average computation. However, the grade does appear on the student’s academic transcript. A student may withdraw from the same course no more than twice during his/her academic career. Courses that are equated (example: ACC 500/MBA 500) will be considered as two attempts of withdrawing from the same course for purposes of this policy. A letter grade of A through F will be issued on a student’s academic transcript when the withdrawn course is repeated for the third time.

“I” (Incomplete) is a temporary grade used by an instructor in cases when the student is unable to complete course requirements because of illness or other justifiable circumstances. An Incomplete grade can only be issued if:

- The student has only minor portion of the semester’s coursework to complete.
- The completed work is not less than “C” (2.000) in quality.
- The remaining coursework cannot be completed for reasons clearly beyond the student’s control.
- The remaining coursework must be completed within four weeks after the end of the semester in which the “I” is granted.

The student must initiate the request for an Incomplete grade with the instructor of the course. If the incomplete grade is granted, the instructor will issue an “I” grade when
submitting his/her final grades to the director of Records/Registrar. It is the student’s responsibility to contact the instructor and make arrangements for completing the remaining work within the four-week timeframe. If the coursework is not completed within the four-week period, the grade of “I” will be changed to the grade of “F” (failing). The student will be notified of his/her grade change.

“AU” (Audit) denotes that the student is enrolled in a course for no grade and no credit. Upon completion of the course, a grade of “AU” will be noted on the student’s academic transcript. The decision to audit a course should be made at the time of registration. Once the drop/add period ends, a student cannot change his/her registration status from credit to audit or from audit to credit. A student desiring to audit a class must pay full tuition and fees. A designation of “AU” will be allowed only once per course. A grade of “AU” will automatically be issued to a student who repeats a course in which he/she has previously received equivalency transfer credit, an exclusion, waiver or advanced standing, as well as for repeated courses previously completed at Walsh College with a grade of “C” or better.

“NR” (No Grade Reported) is a temporary grade assigned by the director of Records/Registrar indicating the instructor has not yet submitted his/her final grades. The “NR” grade will be replaced by the appropriate academic grade when submitted by the instructor. Once the new grade is submitted, it can be viewed online through WebAdvisor by clicking “Grades by Term”.

**Undergraduate and Graduate Earned Credit Policy**

**Undergraduate Students**

Undergraduate credit is earned for a course only when the student is issued a grade of “D-” (0.700) or better, except for those specific courses, or their substitute(s), in which a grade of “C” (2.000) or better is required.

Undergraduate students may enroll in approved graduate-level (500-600 level) courses for up to six semester credit hours (with the exception of Honors Fast Track students), if allowed under provisions of their degree program. Approved graduate courses are listed within each degree program. All graduate courses taken and grades received under this status will be reflected on the student’s undergraduate transcript and will be used in computing the student’s cumulative grade point average for purposes of graduation. Students are responsible for paying graduate-level tuition and course fees. Please note that students cannot switch from the undergraduate version of a course to the graduate version of the course after the drop/add period ends in any given semester.

An undergraduate student who has taken a graduate course which was used to fulfill his/her undergraduate degree requirements should contact the Admissions and Academic Advising office to determine if the course may be applied as advanced standing to any Walsh College graduate degree program.

**Graduate Students**

For purposes of fulfilling graduation requirements, a graduate student must earn a minimum grade of “C” (2.000) or better in all courses. All grades from Walsh College graduate coursework will be used to compute the student’s graduate cumulative grade point average.

A graduate student may enroll in undergraduate courses. Grades earned by a graduate student enrolled in an undergraduate course will be noted on a non-degree transcript and will not be computed in the student’s graduate cumulative grade point average.

**Academic Standing Policy**

Grade point averages and academic standing designations are computed for each student at the end of each semester. Students enrolled in degree programs are required to maintain acceptable academic progress in accordance with the following definition:

**Satisfactory Academic Progress**

2.000 *cumulative GPA:*  
- Bachelor of Accountancy  
- Bachelor of Business Administration  
- Bachelor of Science in Business Information Technology  
- Master of Science in Accountancy  
- Master of Science in Taxation  

2.750 *cumulative GPA:*  
- Master of Science in Finance

3.000 *cumulative GPA:*  
- Master of Business Administration  
- Master of Science in Information Assurance  
- Master of Science in Information Systems  
- Master of Science in International Business  
- Master of Science in Strategic Leadership

**Probation**

A student will be placed on academic probation at any time that his/her cumulative grade point average (CUM GPA) falls below satisfactory academic standing; either a 2.000, 2.750, or 3.000 CUM GPA, depending on the academic program. Probation status is calculated based on cumulative credit hours attempted and grades received at Walsh College and is noted on the student’s academic transcript. Once a student’s
CUM GPA falls below the minimum required to maintain satisfactory academic progress, the student will be placed on their first semester of probation. The student then has three additional semesters of probation in which to improve their CUM GPA to a satisfactory level.

If satisfactory academic standing is not achieved after four semesters of attendance, the student will be dismissed from the College. All graded semesters, including courses with grades of “W”, are counted toward the maximum semesters of probationary status. Any semester in which a student has received all “AU” (audit) grades, will not be counted as one of the four semesters. A student may elect to take a semester off while on academic probation.

A registration hold will automatically be placed on students who are on academic probation. It is highly recommended that a student on probation meet with an advisor to review academic standing requirements and develop a course plan to improve his/her academic standing. Probation students may be required to reduce their course load. This determination will be made in conjunction with an academic advisor. A full tuition and course fee refund, excluding registration and international student fees, will be issued for courses dropped due to probationary status as determined by an academic advisor.

When the student’s cumulative grade point average reaches the minimum GPA required for their degree program, the student will be in good academic standing and any probation restrictions will no longer be applicable. However, all academic standing notation(s) remain on the student’s academic transcript.

Students on academic probation who have not enrolled for four consecutive semesters (12 calendar months) must reapply for admission and, if readmitted, will be placed on the same level of probation as in their last semester of enrollment at Walsh College.

**Academic Dismissal**

A student whose cumulative grade point average (CUM GPA) remains below satisfactory academic standing after four semesters of attendance will be academically dismissed from Walsh College for a period of one year. Academic dismissal is calculated based on cumulative credit hours attempted and grades received at Walsh College and is noted on the student’s academic transcript.

In some circumstances, readmitted students may be permitted to take more than one course per semester, if the student can provide sufficient rationale. If approved, the minimum grade per course and course load will be established in conjunction with an advisor based on the grades required to achieve satisfactory academic standing. Satisfactory academic standing must be achieved within the established number of credit hours or semesters, whichever comes first.

A student who has been academically dismissed will be administratively dropped from all course(s) by the director of Admissions and Academic Advising, or designee, and will be issued a full tuition refund including fees.

**Readmission After Dismissal**

After a period of one year (12 consecutive calendar months) a student may be eligible for readmission to Walsh College. Readmission is permitted only when the student’s CUM GPA calculation shows the possibility of achieving satisfactory academic standing in three consecutive semesters. An academic advisor will establish the minimum grade per course required to achieve satisfactory academic standing within the three-semester time limit. Any previous coursework will be reviewed for applicability under the new academic program at the time of readmission. Any coursework more than five years old must be reviewed for viability in the new academic program.

All courses previously taken, credit hours, grades received, and academic standing notations remain on the student’s transcript. A student must meet with an advisor in the Admissions and Academic Advising office to determine eligibility for readmission. If readmitted, the student will be placed on the academic program in effect at the time of readmission. In any given semester, failure to achieve the minimum required grade will result in recalculation of minimum grade requirements. Dismissal may result if the student is unable to achieve satisfactory academic standing within the remaining semester requirement.

**Communications Policy**

Professional business standards are required in all communications.
Degree Completion Policy
In order to graduate, a student must complete a program within 60 consecutive calendar months (five years) from the initial date of enrollment at Walsh College (as designated by the first semester attended on the student’s Walsh transcript). Should it appear that this time limit might not be met, the student should immediately consult with an advisor in the Admissions and Academic Advising office to request an extension. This request will be forwarded to the academic department chair for review and approval. If an extension is requested and granted, coursework more than five years old may be reviewed for currency. Additional coursework may be required to complete the degree.

If an extension is not granted due to an insufficient portion of the program requirements having been completed, the student must update to the current degree program. Credit will be applied toward a degree for coursework less than five years old in which the grade of “D-“ (0.700) or better has been earned, with the exception of courses which require a “C” (2.000) or better to fulfill graduation requirements. All graduate courses require a minimum grade of “C”.

A readmitted student who is granted credit for previously taken courses may be required to complete the program in a period of time less than 60 months (five years). The transcript of a readmitted student will reflect all courses taken, credit hours attempted, and grades received while in residence at Walsh College.

Group Work Policy
It is part of the educational philosophy of Walsh College that successful business people work effectively in teams. Consistent with this philosophy and course objectives, research projects are encouraged to be designed as group projects whenever possible. Regular review meetings with teams are conducted throughout the semester, and students are encouraged to contact the instructor with questions at any point. Except in extraordinary circumstances, all group members will receive identical grades for projects.

Applying for Graduation
Students are required to submit an Application For Graduation Form for degree and certificate programs six months prior to their intended graduation date. Graduation application forms are available on the Walsh College Web site as well as at each campus location. Once an application for graduation is submitted, a fee will be charged and priority registration privileges will be extended for the student’s last semester. A preliminary graduation audit will then be completed and notification of the status of the application will be sent to the student. The notification will outline the final requirements necessary to complete the degree or certificate requirements and detail any discrepancies that may exist.

Graduation applications may be carried over to a future semester but may not be carried over for more than four consecutive semesters. If a graduation application has exceeded the four-semester limit, the student will be required to complete a new graduation application and resubmit the graduation application fee.

A separate fee for cap and gowns is assessed for students who choose to participate in Commencement ceremonies. Commencement information will be mailed approximately three months prior to the date of the Commencement ceremony.

Graduation Application Deadlines
- Winter Semester (Ending in March) September 1
- Spring Semester (Ending in June) December 1
- Summer Semester (Ending in September) March 1
- Fall Semester (Ending in December) June 1

Residency Policy
An undergraduate degree candidate must complete a minimum of 45 semester credit hours in residence at Walsh College (with the exception of the Honors Fast Track candidates – see Honors Fast Track section). However, certain undergraduate students may be eligible to transfer up to a maximum of ten additional semester credit hours of approved equivalent junior/senior (300-400) level coursework from an institution accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools or one of the following regional associations: Middle States, New England, Northwest, Southern, or Western. These additional transferred semester credit hours may reduce the number of hours required in residency by a corresponding number.

A graduate degree candidate must complete the following minimum residency requirements (excluding foundation coursework) at Walsh College.

- Master of Business Administration degree requires a minimum of 24 semester credit hours in residence at Walsh College.
- Master of Science in Accountancy degree requires a minimum of 18 semester credit hours in residence at Walsh College.
- Master of Science in Finance degree requires a minimum of 24 semester credit hours in residence at Walsh College.
- Master of Science in Information Assurance degree requires a minimum of 21 to 24 semester credit hours in residence at Walsh College.
- Master of Science in Information Systems degree requires a minimum of 21 to 24 semester credit hours in residence at Walsh College.
- Master of Science in International Business degree requires a minimum of 24 semester credit hours in residence at Walsh College.
- Master of Science in Strategic Leadership degree requires a minimum of 24 semester credit hours in residence at Walsh College.
- Master of Science in Taxation degree requires a minimum of 24 semester credit hours in residence at Walsh College.

Exceptions to Non-Academic College Policies

College policies and procedures have been thoroughly considered before adoption and are consistently applied. However, the College reserves the right to grant an exception to a policy or procedure.

To request an exception, a student must direct the request in writing to the director of the department implementing the non-academic policy. The request must include the student’s Walsh College identification number, telephone number, the policy for which the student is seeking the exception, the reasons justifying the request, and any written documentation necessary (i.e., if the request is due to medical problems, a written statement from the physician should be attached to the request). Exceptions are not granted for work-related reasons. The request must be submitted by the end of the following semester, not to exceed three months after the semester for which the exception is requested.

A request will be reviewed with the appropriate College personnel and will be considered based upon the amount of control the student had over the situation, the circumstances and merit of the request, and the impact the action will have on the overall academic standards of Walsh College. The student will be notified of the decision in writing. A copy of all written decisions will be retained in the student’s academic file.

Student Requests for Exceptions to Academic Policy

Academic policies have been thoroughly considered before adoption and are consistently applied. However, the College reserves the right to grant an exception to a policy. The integrity of the College’s degrees and equality of treatment of students limits the types of policy exceptions that may be granted and the justifications which may be considered. A student seeking to obtain an exception to an academic policy must submit a written petition to the chief academic officer by the end of the following semester, not to exceed three months after the semester in which the exception is requested. The petition must include the policy for which the student is seeking the exception and the reasons justifying the request. Exceptions are not given for work-related reasons.

Written documentation must be attached to any policy exception requested for medical reasons.

Requests will be reviewed with the appropriate academic personnel or chief academic officer. The student will be notified of the decision in writing. A copy of all written decisions will be retained in the student’s academic file.

Academic Honors and Awards

Academic Recognition

Undergraduate students who complete a bachelor’s degree program and achieve high academic grade point averages are officially recognized by the College. Upon graduation, honors designations are noted on the student’s academic transcript and diploma. The cumulative grade point average used for academic honors is computed at the time of graduation and is based upon all coursework attempted in residence at Walsh College.

The following designations signify the appropriate honors that will be inscribed on the academic transcript and diploma:

4.000 - 3.900 Summa Cum Laude
3.899 - 3.750 Magna Cum Laude
3.749 - 3.500 Cum Laude

In addition, honors recognition is given at the College Commencement ceremonies. The cumulative grade point average used to determine academic honors eligibility, for the ceremony only, will be the cumulative GPA on record as of the last semester of attendance prior to the ceremony.

Honors recognition is not awarded at the graduate level.

Commencement Exercises

The College hosts two Commencement ceremonies per year. All eligible candidates/graduates will receive information concerning Commencement dates, cap and gown purchase, tickets, time, location, and other relevant information approximately three months prior to Commencement.

Undergraduate honors candidates/graduates who participate in Commencement ceremonies will be recognized by the following honor cord color designations:

Gold Honor Cord - Summa Cum Laude (4.000-3.900)
Silver Honor Cord - Magna Cum Laude (3.899-3.750)
White Honor Cord - Cum Laude (3.749-3.500)

Honors Lists

Walsh College recognizes undergraduate students for outstanding academic achievement. Undergraduate students who have completed a minimum of 12 semester credit hours in residence at Walsh College are eligible. At the end of each semester, enrolled students who achieve a

Walsh College 2007-2008 Catalog 65
cumulative grade point average of 3.500-3.749 are named to the Honors List. Those with a 3.750-4.000 GPA are noted on the Presidential Honors List. The names of students who attain these academic achievements may be published in the Walsh Journal, and are posted on the College’s Web site at www.walshcollege.edu. The Honors Lists may also be submitted to local newspapers.

Awards

The Charles M. Bauervic Foundation, Inc. Writing Award
During the fall semester, undergraduate and graduate students may submit papers for The Charles M. Bauervic Writing Competition. The papers should address an issue regarding the free enterprise system and be research-based. All papers may represent class assignments or independent initiative. Cash awards are given to the winners.

The Everett M. Hawley, Jr. Taxation Award
Each academic year, one master’s degree student is honored for outstanding achievement in taxation. This student is presented with a certificate at Commencement. A plaque is inscribed with the winner’s name and displayed at the College.

The Financial Executives Institute Award
Each year, the Financial Executives Institute honors one outstanding accounting or finance student for academic achievement. The student is presented with a certificate at Commencement and is presented with a medal at a Financial Executives Institute Detroit chapter meeting. A plaque is also inscribed with the winner’s name and displayed at the College.

The Firman H. Hass Writing Award
One graduate student is honored for excellence in writing by the Detroit Chapter of the Institute of Management Accountants each year at Commencement. The award recognizes the best contribution to the body of knowledge relating to accounting. The student is presented with a certificate at Commencement and receives a certificate from the Detroit chapter. A plaque is also inscribed with the winner’s name and displayed at the College.

The Research Institute of America Graduate Tax Award
Each academic year, the Research Institute of America Graduate Tax Award (formerly the Prentice Hall, Inc. Graduate Tax Award) recognizes an outstanding Master of Science in Taxation student for his/her academic work and contribution to the College. The student is presented with a certificate at Commencement and a plaque is inscribed with the winner’s name and displayed at the College. In recognition of this student, the Institute each year awards the College a complete set of its Federal Tax Coordinator 2d looseleaf service.

The Stanley W. Smith Taxation Manuscript Award
One student from the Master of Science in Taxation program is honored each year for having written an outstanding paper or thesis in the field of taxation. This student is presented with a certificate at Commencement and a plaque is inscribed with the winner’s name and displayed at the College.

The Walter B. Fisher Award for Excellence in Accounting
This award is given annually to one Walsh College undergraduate student who demonstrates outstanding achievement in the Bachelor of Accountancy program. Those chosen for the award must achieve a CUM GPA of 3.500 or higher and must have contributed time or talent to either Walsh College or the accounting profession through tutoring, club leadership, community service, or other activities. The student is presented with a cash award and certificate at Commencement and a plaque is inscribed with the winner’s name and displayed at the College.

General Procedures and Regulations

Student Personal Information
Students are required to submit Social Security numbers with their admissions application, federal and state financial aid and loan programs forms, scholarship, and veterans certification forms. Upon admittance to the College, students will be issued a unique student identification number that will serve as the primary student identifier in maintaining permanent academic records. The student identification number should be used with all transactions such as registration, drop/add, transcript request, certification request, financial transactions, and internal financial aid, scholarship, and veterans forms. Since the student identification number is a unique identifier, students should guard its security carefully.

Please note that in the event a student forgets this number, it cannot be given out over the phone. A student who forgets his/her student identification number can obtain it in several ways: online through WebAdvisor; in person at any campus (with picture ID); or requested in writing.

Social Security numbers or student identification numbers are not released to agencies or individuals outside the College without the written permission of the student.

Change of Student Personal Information
Students may update personal information such as address, phone numbers or employment directly through WebAdvisor. Students may also update personal information by completing a Student Records Change form (available in the Records and Registration office or online) or by mailing or faxing a letter with the new information to the Records and Registration office. To ensure continued security of student information,
students should use their student identification number on all college forms. Name, Social Security number, and/or birth date changes must be accompanied by legal documents verifying that the information is correct at the time the request is made. Students are responsible for any communication sent by the College to the last address reported to the Records and Registration office.

The Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act of 1974 is a Federal law designed to protect the privacy of education records. The Act provides students the right to inspect and review their education records; the right to seek to amend those records on the grounds that they are inaccurate or misleading; and to have some control over disclosure of information from the records. The educational records of currently enrolled and formerly enrolled students are protected under FERPA. A student has the right to file complaints with The Family Policy Compliance Office, Department of Education for failure by the College to comply with FERPA.

At its discretion, Walsh College may provide “directory information”, should that information not be considered harmful to the student or an invasion of privacy if disclosed, in accordance with the provisions of FERPA. Walsh College defines the following items as “directory information” and may permit disclosure without written consent of the student:

- Name
- Home address
- Phone numbers
- Current or past enrollment status
- Academic program/degree
- Honors recognition
- Participation in officially recognized activities
- Graduation information including degree earned, major, specialization, certification, honors, awards received and/or date of graduation
- Dates of attendance

Current or former students may request that the College not release any directory information. This must be a written request to the director of Records/Registrar. Except to the extent that FERPA authorizes disclosure without consent, personally identifiable information contained in the student’s educational record not listed as “directory information” may be disclosed to third parties only with the prior written consent of the student. This written authorization must identify the individual or agency’s name and address and phone number, and specify the records to be released. The director of Records/Registrar will contact this designated individual.

FERPA authorizes disclosure of educational records without the consent of the student, under the following provisions, to:

- School officials with legitimate educational interest
- Officials of other schools in which the student seeks or intends to enroll
- Federal, state, and local authorities involving an audit or evaluation of federal legal requirements for compliance with education programs
- Veterans Administration officials
- Persons or organizations providing financial aid to students if the information is necessary to determine eligibility for and amount of aid, conditions of aid, and to enforce the terms and conditions of aid
- Organizations conducting studies for or on behalf of educational agencies or institutions
- Accrediting organizations carrying out accreditation functions
- Parents of dependent students according to the Internal Revenue Code of 1986
- Comply with a judicial order or lawfully issued subpoena
- Persons in an emergency if the information is necessary to protect the health or safety of students or other persons
- A victim of an alleged perpetrator of a crime of violence or a non-forcible sex offense; the institution may disclose the final results of the disciplinary proceeding
- Interested individuals in connection with the final results of an institutional disciplinary proceeding to include only the name of the student, the violation committed and any sanction imposed by the institution
- The parent of a student under 21 if the institution determines that the student has committed a disciplinary violation of its drug or alcohol rules or policies or violation of any federal, state, or local law

Copies of the College’s written policy statement regarding the Family Educational Rights and Privacy Act are available from the director of Records/Registrar, or may be printed from the online College Catalog on the Web site.

Academic Records

Academic Transcripts

A student’s academic transcript reflects all courses taken, credit hours attempted, and grades received while in residence at Walsh College; these are used to compute the student’s semester and cumulative grade point averages. An official transcript bears the College seal, the registrar’s facsimile signature and transcript issuance date. Academic standing designations such as probation and dismissal are noted on the student’s transcript in the corresponding semester.
Graduate courses taken as part of the student’s undergraduate program are posted on the student’s undergraduate transcript. All grades and credit hours attempted and earned will be used in computing the student’s undergraduate cumulative grade point average for purposes of graduation. Undergraduate courses taken by a graduate-level student will appear on a non-degree transcript.

Academic transcripts will reflect all courses taken, credit hours attempted, and grades received while in residence at Walsh College for students readmitted or who change majors or degree programs prior to graduating from Walsh College. Once a student graduates from a degree program, a new cumulative grade point average will be computed for the second degree.

Academic transcripts are maintained in the Records and Registration office and are regularly audited and corrected as necessary. A student wishing to inquire about his/her record should contact the director of Records/Registrar.

Request for Academic Transcript

Official student records, including transcripts, are privileged, confidential information and are not open to public inspection or released to a third party without the student’s written consent. Therefore, transcripts must be requested in writing by the student or the student’s authorized legal representative. A transcript request form may be obtained at any campus or can be found online at www.walshcollege.edu/PDFDocuments.records_transcript.pdf.

Transcripts will be released for any student who does not have a financial indebtedness to the College. Transcript requests are normally processed within 24-48 hours. An “on demand” transcript may be obtained while a student waits for an additional charge.

Transcripts issued directly to the student will be stamped “Issued to Student” and should be considered unofficial. In accordance with the Family Educational Rights and Privacy Act (FERPA), official transcripts issued to Walsh College from previously attended colleges and universities are furnished in confidence and are considered part of the student’s educational record. Therefore, duplication of the student’s previous official college transcripts will not be permitted. Walsh College does not fax academic transcripts to students, employers, or agencies under any circumstances.

Grades

At the end of each semester, grades may be viewed online through WebAdvisor. To view grades, log in to WebAdvisor and click on “Grades by Term”. Students can view their grades online unless they have a financial indebtedness to the College. Walsh College does not fax grades to students, employers, or agencies under any circumstances.

Semester Grade Point Averages

A student’s semester grade point average is computed by dividing the total honor points for that semester by the number of credit hours attempted. Grade point average calculations are carried out to the third position after the decimal point. The grade of “F” (0.000) is included in the calculation of grade point averages.

Cumulative Grade Point Averages

A student’s cumulative grade point average is computed by dividing the total honor points earned to date by the total number of hours attempted. Grade point average calculations are carried out to the third position after the decimal point. The grade of “F” (0.000) is included in the calculation of cumulative grade point averages. When a student repeats a course, both grades will appear on the academic transcript and will be used to compute the cumulative grade point average.

Major Grade Point Averages - Undergraduate Students

In addition to maintaining an overall cumulative grade point average of 2.000, undergraduate students are required to maintain a 2.000 grade point average in their major courses. A student’s major grade point average is computed by dividing the total honor points earned in each major course by the total number of hours attempted in those courses. All courses taken within the major, credit hours attempted, and grades received will be used to compute the student’s major grade point average. Please refer to the undergraduate graduation requirements for each individual program for the courses that used to compute the major grade point average.

Course Numbering System

Courses Numbered 200-400

Courses with these numbers are undergraduate-level courses. Undergraduate, certificate, and non-degree students are eligible to enroll in these courses for credit and are assessed undergraduate tuition rates. Although graduate students may enroll in these courses at undergraduate tuition rates, they cannot earn graduate credit for these courses.

Courses Numbered 500-600

Courses with these numbers are master-level courses. Graduate, certificate and non-degree students enrolled in these courses receive graduate credit and are assessed graduate tuition rates.

Undergraduate students cannot enroll in these courses unless permitted in their undergraduate degree program. See the section entitled Undergraduate Students Taking Graduate
Courses. Graduate-level courses taken by undergraduate students as part of their undergraduate degree program will appear on their undergraduate transcript. Students are responsible for paying graduate tuition and course fees.

**Courses Numbered 700**
Courses with this number are doctoral level courses.

**Repeating Courses**
A student who receives a grade of “C” (2.000) or better in a course may not repeat the course for credit. A student earning a “C-” (1.700) or lower may repeat the course for the purpose of improving the grade and fulfilling graduation requirements. When repeating a course, both grades will appear on a student’s transcript and will be used to compute a student’s cumulative grade point average. A course that is repeated will be counted only once for purposes of accumulating semester credit hours earned toward fulfillment of graduation requirements.

Undergraduate credit earned in courses completed with a grade of “D-” or better, while in residence, will count toward graduation requirements, with the exception of courses which require a grade of “C” (2.000) or better to fulfill graduation requirements. A grade of Audit (AU) will automatically be issued to a student who repeats a course in which he/she has received course equivalency transfer credit, an exclusion, waiver or advanced standing, as well as for repeated courses previously completed at Walsh College with a grade of “C” (2.000) or better. A grade of Audit (AU) is not computed in credit hours or grade point average.

**Grade Changes**
If a student questions or seeks to clarify the basis for a grade received in a course, the student must contact the instructor to resolve the dispute within four weeks after the start of the next semester. A request by a student to dispute his/her grade after this four-week period will not be considered.

If an error has been made, the instructor must submit an official change of grade to the director of Records/Registrar, certifying reasons for the change of grade. Upon receiving documentation from the instructor, the director of Records/Registrar will change the grade and post the grade on WebAdvisor (click on Grades by Term to view). In exceptional or unusual circumstances, the director of Records/Registrar may determine that additional signature approval must be obtained by the department chairperson and/or chief academic officer (or approved designee) prior to processing the grade change.

**Appealing Grades**
Within four weeks after the start of the next semester, a student who wishes to appeal a grade must:

- Contact the class instructor involved to resolve the problem. If resolution can not be achieved at the instructor level, a student can petition the chair of the department involved.
- The department chair will investigate the matter and attempt to resolve the issue. The chair will notify the student and the class instructor of the decision.
- If resolution can not be achieved at the departmental level, a final review may be conducted by the chief academic officer.

To overcome the presumption of good faith, it must be demonstrated to the chief academic officer that an instructor’s evaluation was based entirely or in part on factors that are inappropriate or irrelevant both to academic performance and applicable professional standards. In this case, the chief academic officer will have the student’s performance to be reassessed and good faith evaluation established. The decision of the chief academic officer is final.

**Academic Calendar**
Walsh College operates on a semester calendar system. The academic calendar consists of four 11-week semesters per year. All courses and credit hours are stated in semester credit hours. The current academic calendar can be found at the end of this Catalog.

**Student Policies and Conduct**

**Academic Misconduct Policy**
Walsh College students are expected to conduct themselves in a manner that is professional, ethical, honest, and in accordance with what are generally recognized standards of academic conduct. Written communications, both paper and electronic, and oral communications should reflect professionalism and Walsh College expected academic conduct standards.

By choosing to attend Walsh College, both students and faculty members accept the expectations of the Academic Misconduct Policy, including its rules, policies and disciplinary actions.

**A. Academic Misconduct Standards**
If any administrator, faculty, staff or student body member observes a student engaging in academic misconduct inappropriate for the Walsh College environment, that person MUST report it to the Office of the Chief Academic Officer.
Academic misconduct is defined as any act of commission or omission by a student designed to affect the grade of that student or some other student, where such act is unfair, unethical, or outside of the rules of Walsh College or the rules set by the academic department or by a classroom instructor (for the instructor’s course).

Academic Misconduct includes but is not limited to:

1. **Plagiarism**: Plagiarism is the deliberate misuse of another’s work without properly citing the source and the representation of this work as the student’s own, whether the representation is oral or written. Any student who contributes to another student’s work or who helps another to plagiarize may be found guilty of academic misconduct as well.

   **Examples include**:
   - A student who does not give credit for work (including ideas and materials) taken from other sources (public or private), including quoting, paraphrasing, rephrasing or condensing that work;
   - The submission of one’s academic work from a previous course without prior written approval of the current instructor;
   - Using graphics, graphs, images, tables or other illustrative work without giving credit to the original source;
   - Using materials that were assembled by or collected by others without acknowledging their contribution.

2. **Cheating**: Cheating includes but is not limited to the following actions in regards to coursework (coursework includes, but is not limited to, examinations, quizzes, homework exercises, projects, presentations, online discussion boards, papers and other assignments).

   **Examples include**:
   - Unauthorized collusion on coursework, including two or more students working together to prepare and submit the same or substantially similar coursework, or portions of coursework, without the specific consent of the instructor,
   - Use of unauthorized aids while completing coursework,
   - Failure to follow administrative instructions on exam-taking or other assessment procedures,
   - Completing coursework, including taking an examination, for another student or asking someone else to do the same,
   - The theft, sale, purchase, unauthorized procurement or possession of examinations or other coursework (or any attempt to do so),
   - Copying from another student’s work (including examinations),
   - Allowing another person to access online coursework to review, copy, submit, or complete that coursework.
   - Copying of library materials designated “do not copy”.
   - Copying copyrighted software and destruction of equipment by introducing a computer virus.

3. **Misrepresentation or Deception**

   This includes intentionally lying to or deceiving a member of the College’s faculty, staff, administration, or to an outside agency in order to gain academic advantage for one’s self; or to misrepresent or in other ways interfere with the investigation of a charge of academic misconduct.

**B. Degrees of Academic Misconduct**

Both the act and the severity of the act of academic misconduct determine the level of violation and thus the disciplinary action taken. Walsh College has instituted a “Level” system that considers the type, the severity, and the frequency of infractions. In all cases and without fail, the Chief Academic Officer’s office MUST be notified of acts (or suspected acts) of academic misconduct, and MUST oversee the investigation and impose any appropriate disciplinary action.

**Level I**:

Level I infractions are acts which indicate a lack of awareness of the Academic Misconduct Policy and may occur due to inexperience with proper citation habits. These infractions are minor in nature, and should be seen as a “teachable opportunity”; therefore, the disciplinary action taken will vary depending upon the situation, as determined by the Chief Academic Officer. Examples include:

- Improperly citing or failing to cite a source when the rest of the submitted work is cited properly, and the infraction is limited to one or two sentences or small phrases;
- Working or collaborating with another student on a minor individual assignment or assessment when not explicitly told to do so.

**Action**:

The instructor MUST report the violation to the department chair of the related degree program, who will in turn notify the Chief Academic Officer’s office. The Chief Academic Officer or designate will determine whether the student is a repeat offender and determine the appropriate disciplinary action, if any, and any appropriate remedial action, if any.

Formal documentation of the infraction will be noted in the student’s academic file.

Possible disciplinary action or sanctions include, but are not limited to, one or more of the following:
Examples include:

- Repeat violations of Level I or Level II infractions;
- Presenting a considerable amount of un-cited material or written work (i.e., a page, or more than 50% of the work);
- Downloading work from the Internet;
- Buying work, giving or selling one’s work to another student to represent as the student’s own.
- Completing coursework, including taking an examination, for another student, or asking someone else to do the same.
- The theft, sale, purchase or unauthorized procurement of examination or course material.
- Copying from another student’s work (including quizzes and examinations), or allowing another student to copy from one’s work.
- Allowing another student to access online coursework to complete that coursework.
- Accessing another student’s online coursework.

**Action:**
The instructor MUST report the violation to the department chair of the related degree program, who will in turn notify the Chief Academic Officer’s office. The Chief Academic Officer or designate will determine whether the student is a repeat offender and will mete out appropriate disciplinary action.

Formal documentation of the infraction will be noted in the student’s academic file.

Possible disciplinary action or sanctions may include one or more of the following:

- Any Level II disciplinary action;
- Directed “F” in the course;
- Enrollment in Walsh College’s academic ethics course.
- A review of all prior coursework completed at Walsh College, which may lead to new charges of misconduct should earlier violations have occurred, whether they were addressed at the time or not, up to and including possible reversal of grades earned in prior courses, or degrees revoked, if evidence is found indicating that misconduct was employed in the pursuit of those earlier grades or degrees.

**Level IV:**
Level IV infractions are repeat occurrences of Level II or Level III violations and indicate the greatest intention to obtain a grade or degree dishonestly. A Level IV infraction necessitates a review of the student’s entire academic coursework, and any prior instances of violations in prior
courses, and may lead to new charges of misconduct should earlier violations have occurred, whether they were addressed at the time or not.

**Action:**

The instructor MUST report the violation to the department chair of the related degree program, who will in turn notify the Chief Academic Officer’s office. The Chief Academic Officer or designee will determine whether the student is a repeat offender and will mete out appropriate disciplinary action.

Formal documentation of the infraction will be noted in the student’s academic file. Possible disciplinary action or sanctions may include one or more of the following:

- Expulsion or suspension from the College.
- A review of all prior coursework completed at Walsh College, which may lead to new charges of misconduct should earlier violations have occurred, whether they were addressed at the time or not, up to and including possible reversal of grades earned in prior courses, or degrees revoked, if evidence is found indicating that misconduct was employed in the pursuit of those earlier grades or degrees.

**C. Academic Appeal Process**

Any individual desiring to appeal a decision of the Chief Academic Officer must do so in writing within seven calendar days after being notified of the decision. The appeal should be directed to the President of the College who, in his/her sole discretion, may affirm, modify, or reverse the Chief Academic Officer’s decision. In all circumstances, the decision of the President of the College is final.

**D. Other Consequences of Academic Misconduct**

Action that results in a failing grade, administrative withdrawal, administrative suspension, or dismissal may be noted on a student’s transcript. Any student issued a grade for misconduct, or being investigated for misconduct, may not withdraw from the course. A student receiving an administratively directed grade as a disciplinary action resulting from misconduct may not seek financial relief for withdrawal from the course at any time. An administratively directed grade for academic misconduct will be noted in the student record and will become a permanent part of the student record. Repeated acts of academic misconduct will be considered a basis for permanent dismissal from the College.

**E. Responsibility of Faculty Members**

All faculty members shall forthwith report to their department chair or the Office of the Chief Academic Officer all apparent instances of academic misconduct.

Under no circumstances shall any faculty member determine on his / her own a punishment for academic misconduct.

**Student and Visitor Conduct**

It is the goal of Walsh College to maintain a professional and safe environment that is conducive to learning and working. The College reserves the right to take action for any other conduct which it deems inappropriate or improper. The following are examples of unacceptable behavior and are published to minimize the potential for misunderstanding. This list is not intended to be all-inclusive.

- Obstruction or disruption of teaching or other activities on campus
- Physical abuse, unlawful detention, or threatening behavior toward any person on campus
- Theft or damage to property of the College or to property of a Walsh College student, employee or campus visitor
- Unauthorized entry or use of College facilities and equipment (including technology)
- Illegal use or unauthorized possession or distribution of alcoholic beverages, narcotics, or dangerous drugs on campus
- Failure to comply with the directions of College officials, members of the faculty, or other authorized individuals
- Except for public safety officials, possession or use of firearms, even if an individual holds a concealed weapons permit
- Possession or use of explosives or other weapons, or chemicals
- Inappropriate attire. Visitors and students are required to wear shoes, shirts and pants/shorts or skirts.
- Bringing animals, except for service (guide) animals, on campus
- Attendance in any course by a non-registered individual(s), including dependents or other relatives of the registered student, is generally prohibited. This restriction doesn’t apply to individuals providing reasonable accommodation assistance for disabled students or to approved guest speakers. The faculty member or an administrator may grant exceptions to dependents attending class with the registered student in the case of an emergency. In these cases, students should obtain approval from the faculty member before class begins. Even if an exception is granted, the faculty member may revoke the arrangement for any reason at any time.
- Unsupervised children (generally defined as under age 16) are not permitted on campus. Adults are welcome to bring children to campus while they conduct business; however, children must be closely supervised. Generally,
non-registered individuals, including children, should not be brought to class. Specific areas of the College, such as the Library and computer labs, may have additional guidelines regarding children visiting those areas.

- The College recognizes the need for mothers to breastfeed their children, therefore some of the College’s restrooms have seating areas for this purpose. Since other students, visitors, or employees may be uncomfortable in the presence of this activity, the College’s private restrooms should be used for breastfeeding.

- Sexual harassment. Students should refer to the College policy prohibiting sexual harassment in that section of the College Catalog.

“On campus” or “facility” is defined as any location owned or leased by the College, or any other location used to hold a College-sponsored activity.

Any student, visitor, or employee can report an incident of alleged misconduct. All complaints should be reported as soon as possible to the appropriate supervising officer or director. If the situation involves a security-related matter and requires immediate attention, it should be reported to the main receptionist or any Facilities staff member. An administrator, faculty member, or Facilities department staff member may remove any individual behaving in a disruptive or potentially disruptive manner. Non-emergency security issues should be reported to the director of Facilities and Auxiliary Services. Academic misconduct should be reported to the officer responsible for Academic Administration. If the complaint is regarding an officer, it should be reported to the president.

The appropriate supervising officer or director will investigate the complaint and may take immediate action, if needed. The College may search individuals/property or use surveillance activities to aid in an investigation. All parties involved in the incidents are expected to cooperate fully with the investigation. Any behavior(s) that the College deems inappropriate can lead to disciplinary action up to and including academic dismissal; and/or termination of employment; removal and/or ban from the facilities; and/or filing of criminal charges. Students should see the Student Conduct and Appeals Procedure for further information.

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act is a federal law that requires all universities and colleges to publish specific information about their campus crime and security policies. The Walsh College Annual Campus Security Report includes the required information:

- Campus security policies
- Reporting procedures
- Campus crime statistics for the most recent three years
- Information about crime prevention
- Access to campus

The Annual Campus Security Report information is available at www.walshcollege.edu/pages/101.asp.

A printed copy can be requested from:
Walsh College
Facilities and Auxiliary Services
Campus Safety
P.O. Box 7006
Troy, MI 48007-7006
248-689-8282

Substance Abuse Policy

Walsh College will support activities and requirements of the Drug Free Workplace Act and Drug Free Schools and Campuses Act. It is a violation of College policy for students, employees, or visitors to engage in the unlawful manufacture, distribution, possession, or use of a controlled substance on College property.

Students in violation of the policy may face disciplinary action, including dismissal from the institution and/or appropriate criminal charges. Employees who are convicted of any criminal drug statute may be subject to disciplinary action up to and including termination of employment and/or be required to satisfactorily complete an approved drug abuse program at the employee’s expense.

The College will provide information regarding the dangers of drug abuse and referrals for assistance programs.

Sexual Harassment Policy

The College views all forms of sexual harassment as reprehensible and therefore prohibited in connection with any College-related activity. Sexual harassment is unacceptable conduct; it undermines the integrity of the employment/learning relationship, debilitates morale, and interferes with the work productivity of the organization and its learning environment.

All staff, faculty, and students have a responsibility to maintain high standards of integrity; impartiality; and conduct, both personal and official; thereby ensuring proper performance of the College’s business and the maintenance of public trust. Sexual harassment violates those standards and is an act of misconduct. Therefore, specific acts of such misconduct may be subject to disciplinary action or even dismissal from the institution.

What Constitutes Sexual Harassment?

Sexual harassment includes, but is not limited to, the following:
Policies and Procedures

- Influencing, offering to influence, or threatening the career, pay or job of another person or the educational program of a student in exchange for sexual favors
- Deliberate or repeated offensive comments, gestures, physical contact of a sexual or suggestive nature, or creation of a hostile work, work-related or instructional environment

By way of further illustration, and not by way of limitation, any employee, student, faculty member, or professional services instructor who uses implicit or explicit sexual behavior to control, influence, affect the career, pay, or job of any employee or student or to affect the instructional experience of any student is engaging in sexual harassment.

Any employee, student, faculty, or professional services instructor who makes deliberate or repeated offensive verbal comments, gestures, or physical contact of a sexual or suggestive nature in the work, work-related, or educational environment is also engaging in sexual harassment. For purposes of this section, the term “student” includes any person enrolled in an academic or non-credit course at Walsh College.

Sexual Harassment Procedures for Dealing With Allegations

A student or visitor who is being or has been sexually harassed (or who believes that he/she is being or has been sexually harassed) by an administrative staff member, student, faculty member, or professional services instructor at Walsh College should do the following: Clearly indicate to the offender that such behavior is offensive and that such behavior should cease immediately. Then choose one of the following options for reporting the incident to:

1. The appropriate department chairperson, if the complaint is against a faculty member
2. The chief academic officer, if the complaint is against a faculty department chairperson
3. The president of the College, if the complaint is against the chief academic officer or some other officer of the College
4. Any member of the Board of Trustees, if the complaint is against the president of the College or a member of the Board of Trustees
5. The chief academic officer, if the complaint occurs in connection with a non-credit course or seminar

Any complaint may be reported to the College Human Resources office. A report of the most recent alleged harassing event should be made as soon as possible. Upon such complaint, the person receiving the complaint shall immediately report the complaint to a College officer not involved in the complaint.

An appropriate investigation will be undertaken of any complaint received under this procedure. All College personnel are expected to keep all complaints and information in confidence, except to the extent released by an officer of the College. Students are expected to cooperate fully with the investigation.

Non-Academic Issue Resolution

Non-academic issues involving general student conduct and/or the application of administrative policies or procedures will be considered as cases of non-academic misconduct. Cases of this nature should be brought to the immediate attention of the administrative director of the department directly involved with the area of administrative policy or procedure.

If the issue cannot be resolved with the director of the responsible administrative area, the matter may be referred to one of the College’s officers for review. An officer of the College may attempt resolution of the issue, including meeting with the student, remand it to the director to resolve; or recommend to the assistant vice president for Enrollment and Student Services that it be considered by the Student Conduct and Appeals Committee.

Student Conduct and Appeals Procedure

A student wishing to appeal a decision related to College policy or procedure may do so following the steps outlined. The Student Conduct and Appeals Committee reviews unresolved student issues concerning policies and procedures of the institution. Such issues might involve general student conduct and/or the application of academic or administrative policy.

An appeal of any issue must be initiated in writing to the assistant vice president for Enrollment and Student Services within 90 days of the incident to be reconsidered by the committee.

Cases of misconduct will not be considered by the Student Conduct and Appeals Committee until the procedures for issue resolution have been completed and any disciplinary action has been finalized.

Issues Not Considered by the Student Conduct and Appeals Committee

The Student Conduct and Appeals Committee will not consider challenges involving the following:

- Propriety of the requirements for completion of a degree program
- Propriety of an individual course
- Issues of sexual harassment (See Sexual Harassment Policy)
- An individual student’s evaluation which represents an instructor’s good faith judgment of the student’s academic performance
- Course grades. An issue involving a course grade will be addressed within the academic department responsible for the course.
Committee Procedures

If the procedures outlined under Non-Academic Issue Resolution do not result in resolution of the issue, a student, faculty member, or administrative director may submit a written request to the assistant vice president for Enrollment and Student Services within 90 days of the occurrence of the original event, for referral of the matter related to student conduct to the Student Conduct and Appeals Committee. The request should contain the following:

- A statement describing the issue and identification of the policy or procedure in question;
- A review of the steps already taken to seek resolution, and the specific decision or action desired;
- Justification for the decision or action sought, with specific references to the applicable College policies made, and
- Copies of information or documentation to be presented, and specific identification of individuals requested to be present; to include witnesses, at the Student Conduct and Appeals Committee hearing.

The assistant vice president for Enrollment and Student Services will act on a request for referral to the Student Conduct and Appeals Committee, advising all parties involved of its disposition. The assistant vice president for Enrollment and Student Services may decline to refer a matter to the committee due to insufficient cause to proceed; may consult directly with the affected parties to reach an appropriate resolution without a hearing; or may refer the matter to committee for consideration and final disposition. When the Student Conduct and Appeals Committee meets to consider an issue, new or additional issues may not be introduced during the appeals hearing. Each issue must receive separate due process and cannot be introduced to confuse or complicate the issue being appealed. The responsibility of the committee is to determine if there is evidence which would support the alleged act of misconduct or violation of policy and procedure.

If a Student Conduct and Appeals Committee is formed, the assistant vice president for Enrollment and Student Services will assume responsibility for the following:

- Act as committee coordinator
- Assign an officer to serve as committee chair
- Implement all committee decisions or disciplinary actions or procedures

The Student Conduct and Appeals Committee will be composed of:

- One officer of the College who will act as the chair of the committee
- Two administrative representatives selected by lottery or a random selection process

- Two academic representatives, at least one of whom is a full-time faculty member, selected by lottery or a random selection process
- Two representatives from student organizations or from student government, to be selected by student government

Anyone who is considered to have a conflict of interest in the proceedings may not be selected.

The chairperson of the Student Conduct and Appeals Committee will be responsible for the following:

- Scheduling and notifying the student and committee members of the meeting time
- Providing the student with an opportunity to appear before and address the committee
- Presiding over the proceedings and acting as a nonvoting member of the committee unless there is a tie vote, in which case the chair will cast the deciding vote
- Receiving and presenting to the committee and the student all relevant information pertaining to questions of misconduct, exceptions or appeals to policies
- Notifying the student within five business days (excluding Sundays and holidays) of the decision of the committee

Five committee members, excluding the chair, constitute a quorum. A majority vote of the committee will constitute a committee decision. Information regarding specific cases considered by the Student Conduct and Appeals Committee is considered strictly confidential.

All records of and documents pertaining to a meeting of the Student Conduct and Appeals Committee, including the committee’s decision and record of notification to the affected student, will be retained in the office of the assistant vice president for Enrollment and Student Services.

Appeal of a Committee Decision

Any individual desiring to appeal a decision of the Student Conduct and Appeals Committee or an issue not considered by the committee must do so in writing within five business days after being notified of the committee’s decision. The appeal should be directed to the president of the College who, in his/her sole discretion, may affirm, modify, or disapprove the Student Conduct and Appeals Committee’s decision. In all circumstances, the decision of the president of the College is final.
Technology Usage Policy

Walsh College is committed to maintaining its leadership position in the use of computer and communication technology to facilitate learning. The College’s goal is to provide, as rapidly and as economically feasible, the following:

- Student access to information anywhere on campus or off campus through an Internet service provider
- Faculty resources necessary to enhance teaching, learning, and research
- Staff tools necessary for a responsive service environment

The College advises users that the Internet sites that they visit and information they download are easily visible and verifiable by the College’s network management facilities. The College also advises users that it follows generally accepted industry standard security measures, but it cannot guarantee that its information technology resources are completely protected from access by individuals who possess the skill and desire to breach those security measures. In addition, the College has the right to access and monitor information. Information sent by electronic communication to third parties is not under the control of the College and may be intercepted. The College will normally respect privacy and attempt to safeguard information, but cannot guarantee these privileges. The College can examine, at any time, anything that is stored on or transmitted by College-owned equipment.

Acceptable Use Policy

The following policies define the privileges of and restrictions on students, faculty, staff, and other users with respect to the computing and telecommunications systems of Walsh College. The policies include examples of various sorts of activities that are detrimental to the welfare of the overall community and are therefore prohibited. This section also describes the process by which violators are identified, investigated, and disciplined. It should be noted that some activities that are legal are in violation of this policy and are prohibited with respect to College computing and network systems.

All provisions are binding on all members of the Walsh College community. The provisions of this policy also apply to non-Walsh College account holders.

It is the policy of Walsh College to maintain access for its community to local, national, and international sources of information and to provide an atmosphere that encourages access to knowledge and sharing of information.

It is the policy of Walsh College that information resources will be used by members of its community in accordance with policies and regulations established from time to time by the College and its operating units.

In accordance with the above policies, the College works to create an intellectual environment in which students, staff, and faculty may feel free to create and collaborate with colleagues both at Walsh College and at other institutions without fear that the products of their intellectual efforts will be violated by misrepresentation, tampering, destruction, or theft.

Access to the networks and to the information technology environment at Walsh College is a privilege and must be treated as such by all users of these systems.

To ensure the existence of this information resource environment, members of the College community establish technical and procedural mechanisms so that the information technology environment at Walsh College and its internal and external networks are resistant to disruption.

Students are entitled only to one person’s fair share of College resources unless written permission to the contrary has been granted by the Office of Information Technology (OIT).

The College characterizes as unethical and unacceptable, and just cause for taking actions up to and including dismissal, and/or legal action, any activity prohibited by this policy.
statement. Regulations apply to all members of the College community, but for the purposes of the Catalog, references are made to students. The following are examples of prohibited activities. This list is not meant to be all-inclusive.

- **Students may not use any resource, equipment, or software to harass or threaten others; to steal, forge, lie, cheat, or eavesdrop or in any way compromise confidential documents or communications; and to masquerade as another user. Students may not in any way destroy any information, resource, equipment, or software, or monopolize computing resources. This includes using a personal computer for these activities against other users, or against their information resources.**
  - **Examples:** Accessing the account of another; generating activities that consume more than their share of either system time or network bandwidth (including “spam” e-mail); fraudulently logging into any computer; using the computer to contact another person repeatedly where no legitimate purpose exists and the recipient desires the communication to stop.

- **Students may not possess any software, resource, or equipment whose purpose is to affect one of the violations listed in the first provision.**
  - **Example:** Possessing on any College-owned system account or on the student’s personal computer those programs which attempt to determine the passwords of others, or to obtain privileges on any computer to which the student is not entitled.

- **Students may not attempt to violate the first provision. Any such attempt will be considered the same as a violation.**
  - **Example:** If a student attempts to obtain system privileges to which he or she is not entitled, the student is as guilty as if he or she had succeeded.

- **Students may not possess, willingly receive, or distribute obscene material.**
  - **Examples:** Child pornography is absolutely against the law. It is a violation of Federal statutes to transmit this material across state lines, even electronically.

- **Students may not violate the Information Technology Appropriate Use Policy off-campus anywhere in the world using College resources.**
  - **Example:** An attempt to gain unauthorized entry to a Walsh computing resource via any computer off the College campus is treated as if the student attempted to gain access from a computer located on campus.

- **Students may not copy, install, or use any equipment, service, information, data, image, recording, or other work in violation of applicable copyrights or license agreements, including media file-sharing, streaming, or hosting.**
  - **Example:** If a student places on College computing resources material created by or belonging to others, he or she must have their permission to do so, and will be expected to produce written permission when proprietary or copyrighted material is involved.

- **Students may not use the College’s information technology resources for political purposes or non-College commercial business or advertising, including unsolicited commercial e-mail without express written authorization to do so from the appropriate authority. However, any officially sanctioned College student group may maintain an official Web page that presents objective information about the group itself.**
  - **Example:** Individuals may not use the statistics software on the academic shared systems to do work for off-campus entities for which they are paid. The Young Democrats/Republicans may have a page that presents information about their activities and goals; they may not attempt to influence voters’ choices through that page. The sending of unsolicited bulk e-mail (spamming) is not allowed.

- **Students must connect all equipment and install all software in a manner that meets the technical, security, and fair use standards set by the Office of Information Technology.**
  - **Examples:** All IP addresses and domain names are owned and assigned by the Office of Information Technology. The Office of Information Technology may also restrict World Wide Web, ftp and other network services that interfere with fair network use by others.

- **Students must take full responsibility for what they publish, transmit, or possess.**

- **In the final analysis, the health and well-being of the College information resources, technology, and networks is the responsibility of its users. Each user must guard against abuses that disrupt and threaten the long-term viability of the systems at Walsh College and those beyond the College. The College requires members of its community to act in accordance with these responsibilities; this policy; relevant laws; and contractual obligations; and to maintain the highest standard of ethics.**
Policy Violations

If the College suspects an individual of violating its technology policies, it may conduct an investigation of any equipment, device, software, documents, or data that is involved. The College may access, search, or retrieve related equipment as part of its investigation. It may also employ surveillance activities to aid in an investigation. All parties involved are expected to cooperate fully with the investigation.

Any action(s) that the College deems inappropriate can lead to disciplinary action up to and including academic dismissal and/or termination of employment, removal and/or ban from the facilities and/or filing of criminal charges.

Students or other users may report complaints or potential violations of this policy to the Office of Information Technology.
Accounting

ACC 201  Principles of Accounting I  3 Hours
Prerequisite: None

This course introduces the fundamental principles of accounting as a basis for business decision-making. Students learn the theory and application of recording changes in financial conditions, measuring income, integrating the accounting cycle into business operations, accounting for cash transactions, receivables, inventories, inventory valuation, fixed and intangible asset valuation, accounting systems, and payroll accounting.

ACC 202  Principles of Accounting II  3 Hours
Prerequisite: ACC 201

This course is a continuation of the fundamental principles of accounting. Topics include partnerships, corporations, capital acquisitions, equity accounting, business tax considerations, analysis and interpretation of financial statements, cash flow analysis, and basic topics in managerial accounting.

ACC 300  Financial Accounting  3 Hours
Prerequisite: None. Cannot be used for credit after completing ACC 202.

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail. Alternative accounting procedures and their impacts on the financial statements are also examined. Coverage includes receivables, inventory, fixed assets, and bonds payable.

ACC 301  Intermediate Accounting I  3 Hours
Prerequisite: ACC 202

This course is an examination of the intermediate level of problems in the definition and valuation of assets, liabilities, and the determination of net income. Topics include a thorough study of the income statement and balance sheet, present value concepts, current assets, fixed assets, and liabilities.

ACC 302  Intermediate Accounting II  3 Hours
Prerequisite: ACC 301

This course is a continuation of the intermediate level of accounting. Topics include bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, post-retirement benefits, and tax allocation.

ACC 303  Financial Accounting Concepts  3 Hours
Prerequisite: ACC 301. Students are encouraged to complete this course within their first 12 semester credit hours in residence at Walsh College.

This course includes a thorough coverage of key financial accounting topics and related skills prescribed by the American Accounting Association, and is needed to succeed in the advanced accounting courses. Topics include a review of the accounting system including trial balances, adjusting entries, and error correction. Other topics include investments, accounting changes, statement of cash flows, discontinued operations, ratio analysis, and an introduction to FASB-based accounting research. Homework essays are required to develop written communication skills. Oral communication skills and listening skills are assessed.

ACC 310  Managerial Accounting  3 Hours
Prerequisite: ACC 202

This course provides a basic technical understanding of managerial accounting topics with an emphasis on the uses of accounting data by managers. Topics include unit cost determination, cost-volume-profit analysis, direct costing, variance analysis, and budgeting.

ACC 406  Accounting Information Systems  3 Hours
Prerequisite: ACC 202

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information. Also included is a practice set of business transactions that requires the student to complete documents and adhere to certain internal controls, as well as prepare special journals, subsidiary ledgers, adjusting journal entries, trial balances, financial statements, and reconciliations of accounts. The emphasis is placed on the student comprehending the individual parts of the accounting system and how those parts affect the financial statement compilation.

ACC 411  Business Combinations  3 Hours
Prerequisite: ACC 302

This course focuses on the theories of advanced accounting for investments and parent-subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

ACC 412  Government and Not-For-Profit Accounting  3 Hours
Prerequisite: ACC 302

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for-profit organizations.
ACC 415 Auditing 3 Hours
Prerequisites: ACC 406 and ACC 411
(ACC 411 may be taken concurrently)

This course examines the principles and procedures of the auditing function, focusing on the specific techniques employed by Certified Public Accounting firms. Major emphasis is placed on preparing the student for the Auditing section of the Uniform CPA Exam. Topics include audit ethics, audit documentation, internal controls, statistical sampling, examination of evidence, and audit reports.

ACC 419 Advanced Managerial Accounting 3 Hours
Prerequisite: ACC 310

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

ACC 480 Seminar in Accounting Systems 1 Hour
Prerequisite: None

A one-credit seminar offered to guest students or non-degree undergraduate students only. This course is designed to meet the accounting systems requirements for the Uniform CPA Exam as set by the Michigan State Board of Accountancy. Credit is earned by completion of readings, objective questions, and essay questions relating to accounting systems.

ACC 481 Directed Study in Accounting 1 – 3 Hours
Prerequisite: Written permission of the department chair

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 488 Accounting Internship 3 Hours
Prerequisites: ACC 301; written permission of the department chair. Students must have a minimum cumulative GPA of 3.500.

This elective course gives students who have secured accounting internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting position. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. An accounting internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 494 Accounting Practicum 3 Hours
Prerequisites: ACC 301; written permission of the department chair. Students must have a minimum cumulative GPA of 3.500.

This elective course gives students who have a part-time or full-time accounting position the opportunity to earn credit. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. Requests for a practicum must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 500 Financial Accounting 3 Hours
Prerequisite: None. Open to MAC, MSIS, and MSF students only.

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail. Alternative accounting procedures and their impacts on the financial statements are also examined. Coverage includes receivables, inventory, fixed assets, and bonds payable.

ACC 501 Intermediate Accounting I 3 Hours
Prerequisite: ACC/MBA 500

This course is an examination of the intermediate level of accounting. Topics include bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, post-retirement benefits, and tax allocation.

ACC 502 Intermediate Accounting II 3 Hours
Prerequisite: ACC 501

This course is a continuation of the intermediate level of accounting. Topics include bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, post-retirement benefits, and tax allocation.

ACC 503 Financial Accounting Concepts 3 Hours
Prerequisite: ACC 501

This course includes a thorough coverage of key financial accounting topics and related skills prescribed by the American Accounting Association, and needed to succeed in the advanced accounting courses. Topics include a review of the accounting system, including trial balances, adjusting entries, and error correction. Other topics include investments, accounting changes, statement of cash flows, discontinued operations, ratio analysis, and an introduction to FASB-based accounting research. Homework essays are required to develop written communication skills. Oral communication skills and listening skills are assessed.
ACC 505  Managerial Accounting  3 Hours
Prerequisite: ACC 500. Open to MSF and MSIS students only.

This course is a basic study of cost, managerial accounting, and the internal accounting concepts and procedures used in the decision-making process. Students apply planning and control techniques to achieve various objectives. Students also discuss activity-based costing, job costing, process costing, and differential cost analysis.

ACC 506  Accounting Information Systems  3 Hours
Prerequisite: ACC/MBA 500

This course examines a basic accounting and internal control system using a hands-on approach to record transactions, resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information. Also included is a practice set of business transactions that requires the student to complete documents and adhere to certain internal controls, as well as to prepare special journals, subsidiary ledgers, adjusting journal entries, trial balances, financial statements, and reconciliations of accounts. The emphasis is placed on the student comprehending the individual parts of the accounting system and how those parts affect the financial statement compilation.

ACC 518  Accounting Communications  3 Hours
Prerequisites: ACC 411/511 and 412/512.
Open to MAC students only. Students are recommended to take this course within their first 6 semester credit hours in the program.

This distance-learning course focuses on the development of writing skills necessary to be effective in an accounting career. Topics include professional grammar, sentence structure, word usage, and formats. Required reports include analyses of accounting topics, business proposals, and client correspondence.

ACC 520  Seminar in Accounting Theory  3 Hours
Prerequisites: ACC 411/511, ACC 412/512, and ACC 518.
Open to MAC students only.

This distance-learning course includes several required reports on accounting topics and analyses of SEC corporations, emphasizing use of both traditional and electronic methods of research, including FARS Online.

ACC 550  Seminar in Advanced Accounting, Auditing and Business Communications Topics
Prerequisite: ACC 415/515. Open to MAC students only.

This course uses a case analysis approach to explore application of audit planning, internal control review, and substantive procedures. Both written communication and oral presentation skills are developed by requiring the student to provide narrative reports and videotaped presentations. Several historic cases of accounting fraud (Enron, WorldCom, etc.) are reviewed.

ACC 560  Professional Practice and Behavior  3 Hours
Prerequisite: ACC 415/515. Open to MAC students only.

This course is intended to expose students to the different services provided by CPA firms and the skills necessary to enhance their day-to-day job performance. Topics include consulting, proposals and negotiations, litigation support, non-audit services, business ethics, and etiquette.

ACC 562  Thesis in Accounting  3 Hours
Prerequisites: Successful completion of all required core courses in the program. Requires approval of the department chair. Open to MAC students only.

This course requires a major effort by the student. A topic is chosen by agreement with the thesis counselor, subject to approval by the thesis committee. The thesis must be on a topic of importance to the academic and practicing professional accounting community. The completed thesis must demonstrate originality, scholarly perspective, thoughtful analysis, and substantial refinement in communication skills.

ACC 571  Corporate Financial Analysis  3 Hours
Prerequisite: ACC 520. Open to MAC students only.

This course requires thorough analysis of actual and simulated cases from an accounting perspective as well as a financial decision-making perspective. Cases included for analysis include those provided by the American Accounting Association.

ACC 572  Law and Ethics for Accountants  3 Hours
Prerequisite: ACC 415/515. Open to MAC students only.

An analysis of the importance of the AICPA Code of Ethics and its effect on accounting practitioners. This course also includes coverage of the many aspects of business law and methods of corporate organization.

ACC 574  Industry Accounting and Auditing  3 Hours
Prerequisites: ACC 411/511, ACC 412/512, ACC 415/515. Open to MAC students only.

A review of several types of industries and the related accounting principles and auditing procedures. Topics will vary each semester; they could include accounting and auditing for school systems, retailers, casinos, manufacturers, and pension plans.

ACC 575  Sarbanes-Oxley and Fraud Examination
Prerequisite: ACC 415/515. Open to MAC students only.

This course covers a thorough review of the rules, regulations, and procedures related to the Sarbanes-Oxley Act and the Public Company Accounting Oversight Board. Topics include the Act’s effect on auditor independence, corporate responsibility, and enhanced financial disclosures. Fraud examination will cover the principles and methodology of fraud detection and deterrence. Fraud topics
Business Administration

BBA 410  Ethical Concepts and Practices  3 Hours
Prerequisite: None.

Philosophical ethics can be very difficult to apply to real-life situations. This course is designed to provide students with a practical framework for evaluating ethical dilemmas and determining an appropriate course of action. Skills in recognizing the presence of common ethical problems and ethical reasoning are taught along with ethical standards that govern major business professions.

BBA 420  The Legal & Tax Environment  3 Hours
Prerequisite: None. Cannot be taken after completion of BL 301 and BL 302.

This course is a survey of the legal environment in which contemporary business is conducted. Also included will be an introduction to the tax system that applies to business.

BBA 461  Business Strategy and Policy  3 Hours
Prerequisites: COM 340, FIN 315, MGT 303 and QM 301. The student must have completed 27 credits in residence at Walsh College.

This capstone course enables the student to apply the tools and analytical skills for planning and controlling the operations of a business. Through the analysis of cases, the student will design strategies, formulate policies, and solve managerial problems. The student will also evaluate corporate missions, objectives, strategies, tactics, policies, and execution while considering the ethical implications of those actions.

Business Information Technology

BIT 301  Business Information Technology, Theory, and Practice  3 Hours
Prerequisite: None

This course introduces system lifecycle methodologies and the tools used to model, execute, and manage the development of information technology solutions. Techniques for the definition, management, and quality assurance of business requirements are emphasized.

BIT 305  Business Computing Tools  3 Hours
Prerequisite: None

This course develops skill mastery of the use of computers and business information technology applications. Through a series of business application scenarios, the student demonstrates mastery of contemporary business tools to satisfy the demands of modern business requirements.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Prerequisites/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIT 316</td>
<td>BIT Compliance</td>
<td>3 Hours</td>
<td>This course examines the various established and emerging standards, specifications, regulations, and laws impacting corporate information technology. A framework for evaluating the scope and magnitude of the impact across the enterprise and its technological and information infrastructure will be developed, and strategies for compliance with such standards, specifications, regulations, and laws will be explored. Students will apply the framework and strategies to real and simulated business situations. Techniques for assessing compliance and integrating compliance initiatives into IT strategy, project, and financial planning will also be studied and applied.</td>
</tr>
<tr>
<td>BIT 331</td>
<td>Business Information Technology</td>
<td>3 Hours</td>
<td>Prerequisite: BIT 301</td>
</tr>
<tr>
<td>BIT 335</td>
<td>Foundations of Business Information</td>
<td>3 Hours</td>
<td>Prerequisites: BIT 305 and BBA 410 (BBA 410 recommended)</td>
</tr>
<tr>
<td>BIT 337</td>
<td>Software Engineering I</td>
<td>3 Hours</td>
<td>Prerequisites: BIT 201, BIT 301, and BIT 331 (may be taken concurrently)</td>
</tr>
<tr>
<td>BIT 339</td>
<td>Software Engineering II</td>
<td>3 Hours</td>
<td>Prerequisite: BIT 337</td>
</tr>
<tr>
<td>BIT 342</td>
<td>Technical Communications</td>
<td>3 Hours</td>
<td>Prerequisite: COM 320. Open to BSBIT students only.</td>
</tr>
<tr>
<td>BIT 347</td>
<td>Database Administration</td>
<td>3 Hours</td>
<td>Prerequisite: BIT 337</td>
</tr>
<tr>
<td>BIT 350</td>
<td>Communication Skills</td>
<td>3 Hours</td>
<td>Prerequisite: COM 320. Open to BSBIT students only.</td>
</tr>
<tr>
<td>BIT 381</td>
<td>Scalable Internetworks</td>
<td>3 Hours</td>
<td>Prerequisite: CCNA Certification</td>
</tr>
<tr>
<td>BIT 382</td>
<td>Multilayer Switched Networks</td>
<td>3 Hours</td>
<td>Prerequisite: BIT 381</td>
</tr>
</tbody>
</table>

 BIT 316 BIT Compliance 3 Hours

Prerequisites: BIT 331 and BIT 337

This course examines the various established and emerging standards, specifications, regulations, and laws impacting corporate information technology. A framework for evaluating the scope and magnitude of the impact across the enterprise and its technological and information infrastructure will be developed, and strategies for compliance with such standards, specifications, regulations, and laws will be explored. Students will apply the framework and strategies to real and simulated business situations. Techniques for assessing compliance and integrating compliance initiatives into IT strategy, project, and financial planning will also be studied and applied.

BIT 331 Business Information Technology 3 Hours

Prerequisite: BIT 301

This course introduces the student to computer technology and systems architecture, data representation, processor technology and architecture, elements of data storage technology, system integration and performance, input/output technology, operating systems, file management systems, and systems administration concepts.

BIT 335 Foundations of Business Information Technology 3 Hours

Prerequisites: BIT 305 and BBA 410 (BBA 410 recommended)

This course examines current and developing business information technologies and their potential for satisfying emerging business needs. Students explore the critical role of business information technology in modern business. Topics include fundamentals of systems theory, information technology architecture, technology trends, and business requirement definition. Individually and through teams, students demonstrate proficiency in investigating one or more assigned business problems, developing a definition, building a business case for business information technology solutions, and planning for effectively communicating with all levels of an organization to achieve support for that case. Students also demonstrate their capability to electronically access Library resources.

BIT 337 Software Engineering I 3 Hours

Prerequisites: BIT 201, BIT 301, and BIT 331 (may be taken concurrently)

This course covers the basic concepts of software engineering. This course enables learners to use appropriate technologies to design, develop, and maintain software. Software project management throughout the systems lifecycle is discussed, along with popular software development methodologies.

BIT 339 Software Engineering II 3 Hours

Prerequisite: BIT 337

This course covers advanced concepts of software engineering. This course enables learners to understand the impact of software engineering on corporate culture. The course will teach the factors that impact implementing a software development methodology.

BIT 342 Technical Communications 3 Hours

Prerequisite: COM 320. Open to BSBIT students only.

This course will help the student develop the skills needed to write business and technical documents successfully. The course will introduce the rhetorical principles and compositional practices necessary for writing effective and professional communications such as reports, instructions, and documentation within your profession. Topics covered include, but are not limited to, principles of effective writing, organizing ideas and information, APA style, the art of public speaking, presentation design, listening skills, giving and receiving feedback, barriers to effective communication, problem-solving skills, and types of multimedia presentations.

BIT 347 Database Administration 3 Hours

Prerequisite: BIT 337

This course focuses on the theoretical knowledge and practical skills necessary to perform database administration in a variety of computing environments. This course will provide the student with practical experience tuning and improving databases and SQL queries. The course includes topics on performance optimization, data warehousing, and database design.

BIT 381 Scalable Internetworks 3 Hours

Prerequisite: CCNA Certification

The course is designed for network administrators of medium-to-large network sites on the use of advanced IP addressing and routing in implementing scalability for Cisco routers connected to LANs and WANs. The goal is to train network administrators to grow a dramatically increased number of routers / sites using these techniques instead of redesigning the network when additional sites or wiring configurations are added. The course covers topics on advanced IP addressing, routing principles, configuring the EIGRP, configuring the open shortest path first protocol, configuring IS-IS, manipulating routing updates, and configuring basic BGP.

BIT 382 Multilayer Switched Networks 3 Hours

Prerequisite: BIT 381

This course covers the knowledge and skills necessary to implement scalable multilayer switched networks. The exam includes topics on describing and implementing advanced spanning tree concepts, VLANs and inter-VLAN routing, high availability, multi-casting, and specific security features in switched networks. This course enables learners to use
appropriate technologies to build scalable multilayer switched networks, to create and deploy a global intranet, and to implement basic troubleshooting techniques in environments that use CISCO multilayer switches for client hosts and services. This course also enables learners to improve traffic flow, reliability, redundancy, and performance for LAN switching that is self-supported or transported via a service provider.

BIT 383  WAN Remote Access and Troubleshooting  3 Hours
Prerequisite: BIT 381

The course focuses on using one or more of the available WAN connection technologies for remote access between enterprise sites. It also assesses techniques and features for enhancing WAN and remote access connections. The course includes topics on describing and implementing effective troubleshooting strategies, troubleshooting IP unicast and multicast routing, troubleshooting multilayer switched networks, and troubleshooting WANs and remote access connections.

BIT 411  Internet/Web/E-commerce  3 Hours
Prerequisite: BIT 331

This course emphasizes web architecture, connectivity, applications, and services. Topics include Internet protocols, middleware, peer-to-peer architecture, and Web services enablement using XML. Additional topics focus on the delivery of Web services to meet strategic business objectives.

BIT 416  Business Process and Systems Engineering  3 Hours
Prerequisite: None

This course focuses on business systems and how they may be designed or reengineered to improve output; processes; and efficiencies through business information technology. Framed from a systems thinking perspective, the course analyzes business operations to identify potential opportunities that may be achieved through the design and integration of associated information technology subsystems. Industry-standard modeling and SDLC tools are utilized.

BIT 425  IT Auditing  3 Hours
Prerequisites: ACC 303, BIT 331, and BIT 342,

This class introduces the student to the necessary technical and operational controls a business must employ in complex computing environments. Students will learn how to plan and conduct an IT audit. Throughout this course, students will be introduced to audit frameworks, regulatory requirements and threats and risks, as well as to the controls necessary to protect the enterprise and its applications.

BIT 446  Information Systems Security  3 Hours
Prerequisite: None

An exploration of the components of a comprehensive information systems security plan, including such critical areas as planning and administration of security, the security program, access control, and network security measures; Internet and e-commerce security issues; physical protection of computing facilities; and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies.

BIT 471  Building an Information Protection Program  3 Hours
Prerequisite: BIT 446

This course provides an overview of the requirements for building an information protection program. Topics include the development of a security vision and action plan, determining the need for safeguards, developing training and awareness programs, developing incident-handling capabilities, and development of budgetary requirements to meet business needs for information technology security. Students will develop an information systems security strategy, create a plan to implement the security provisions, and determine appropriate budgetary requirements.

BIT 472  Information Security Safeguards  3 Hours
Prerequisite: BIT 446

This session provides an in-depth review of the basic security safeguards used by corporations today. Technology that will be examined includes virus controls, firewalls, intrusion detection systems, VPN, public key infrastructures, and assessment tools. The goal of the class is to thoroughly immerse the student in the technology that is used to protect data and voice systems.

BIT 473  Information Systems Threat Assessment  3 Hours
Prerequisite: BIT 471

Information security systems are only as good as their weakest link. There are many different methods for determining an organization’s risk and looking for weaknesses in its security posture. This class will examine threats to an organization and will also show students how to perform audits, assessments, penetration studies, and architecture reviews. Students will utilize tools and methods for examining weaknesses such as vulnerability scanners and OS fingerprinting tools, and learn methods for directing their efforts. A mock organization will be created and audited, and recommendations will be made to improve the security posture.
BIT 476  Business and Technology Strategy  3 Hours
Prerequisites: BIT 316, BIT 416, BIT 347, and BIT 446

This course reviews business strategy concepts, then introduces the specific processes, tools, and tactics utilized in IT strategic planning. It examines the importance of an alignment between overall corporate strategy and the strategy of the information technology function, and the techniques used to achieve such alignment. Approaches to the development of strategic organizational plans and the design, development, and implementation of associated information technology systems are studied, and students apply these approaches to real and hypothetical organizations. Current issues, ethical implications, and contemporary business trends are also explored in this advanced course for IT students. Case studies are used extensively to develop student analytical skills and understanding.

BIT 481  Directed Study in Business  1 - 3 Hours
- 483  Information Technology
Prerequisite: Written permission of the department chair

Students may elect to investigate a topic not otherwise included in their curriculum as a directed study. Students may choose from one to three hours of elective credit. A directed study may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BIT 488  Internship in Business  3 Hours
Prerequisite: Written permission of the department chair. Students must have a minimum cumulative GPA of 3.000.

An internship is a short-term learning relationship established with a local organization through which the student is able to apply course-based learning in a real-time setting, and for which there is continuing mentoring and feedback and an agreed level of compensation. An internship earns general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BIT 501  Information Systems Methodology  3 Hours
Prerequisite: None

This course serves as an introduction to information systems analysis and design methods and strategies. Topics include systems analysis, design, construction, and implementation. Students are introduced to the concepts of structured and object-oriented analysis, modeling, and design and development techniques. Systems and application architectures; database design; input / output / interface design; modeling and development techniques are reviewed.

BIT 502  Program Design and Development  3 Hours
Prerequisite: None

Topics include fundamentals of program design, development of algorithms, selection, repetition, and sequence control structures. Classes and objects, attributes, polymorphism, inheritance, and steps required to create an object-oriented design are covered. Students will design, develop, and publish their own home pages.

BIT 511  Business Information Technology  3 Hours
Prerequisite: None. MSIS students are encouraged to complete this course within their first 12 semester credit hours in residence at Walsh College.

This course introduces students to the broad and diverse range of information technology. Students will be engaged in research of information technology solutions that enable business processes for competitive advantage. The basics of research, reporting that research, and presenting solutions to a diverse audience are stressed.

BIT 516  Business Process and Systems Engineering  3 Hours
Prerequisite: BIT 501 and BIT 502

This course focuses on business systems and how they may be designed or reengineered to improve output, processes, and efficiencies through business information technology. Framed from a systems thinking perspective, the course analyzes business operations to identify potential opportunities that may be achieved through the design and integration of associated information technology subsystems. Industry-standard modeling and SDLC tools are utilized.

BIT 526  Enterprise Network Architectures  3 Hours
Prerequisite: BIT 501 and BIT 502

This course covers a wide range of topics from local area to wide area networks, protocols, topologies, transmission media, and security. Students will examine the most significant aspects of networking and will examine some relevant topics in-depth. Coverage includes standards, logical and physical architectures, operating systems (i.e., Novell, Microsoft Windows, and Linux), TCP/IP protocol suite, and troubleshooting and maintenance processes.

BIT 536  Database Systems  3 Hours
Prerequisite: BIT 501

This course covers the essential database concepts, technology, and techniques required for business database development. Concepts, tools, and technologies associated with the design, implementation, and management of databases are presented. Topics include data models (with emphasis on E/R model and
relational model), normalization, database design and implementation, database query language, transaction management, and distributed databases.

BIT 541 Electronic Commerce 3 Hours
Prerequisite: BIT 536

This course explores the use of the Internet and the World Wide Web for the facilitation of business activities. Topics include the many facets conducting business on the Web, the feasibility of implementing a business operation on the Web, and identification of associated risks. Students will design and build a complete Web-based business solution.

BIT 546 Information Systems Security 3 Hours
Prerequisite: BIT 501 and BIT 502

An exploration of the components of a comprehensive information systems security plan including such critical areas as planning and administration of security, the security program, access control and network security measures, Internet and e-commerce security issues, physical protection of computing facilities and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies.

BIT 551 Data Warehousing and Business Intelligence 3 Hours
Prerequisite: BIT 536

This course introduces students to best practices for designing warehousing data structures and databases. Topics include advanced modeling concepts, including ragged and unbalanced hierarchies; conformed dimensions; degenerate dimensions; dimensions with multiple hierarchies; and surrogate and synthetic keys. ETL concepts, transformation goals of integration, cleansing, and granularity change are introduced. Students will perform data analysis, develop reports, and use query tools for data-mining to assist in effective business decision-making.

BIT 561 Fundamentals of Project Management 3 Hours
Prerequisite: None

This course serves as an introduction to the generally accepted processes and knowledge areas found within the project management profession. Students will be introduced to the project management concepts as defined by the Project Management Body of Knowledge (PMBOK)®. Topics covered include the nine project management knowledge areas as well as the domains of initiating, planning, execution, controlling, and closing of projects. Professionalism and ethics are emphasized. Graduate students will be required to complete an additional project or research paper.

BIT 562 Project Finance, Estimating, and Cost Management 3 Hours
Prerequisite: None

This course is designed to introduce students to the basic finance theories, concepts, and principles used in project management. Introduced are methods of developing project estimates during the planning stages and updating the estimates throughout the project lifecycle. Tools and techniques used in monitoring, reporting, controlling, and managing project cost are examined. Students will study the use of planned value, earned value, and actual cost data to provide an objective measurement of performance, enabling trend analysis and evaluation of cost estimate at completion within multiple levels of the project. Graduate students will be required to complete an additional project or research paper.

BIT 563 Project Management Tools and Techniques 3 Hours
Prerequisite: BIT 561

The course serves as a comprehensive review of information technology-related project management processes that are necessary to be successful in managing projects in today’s complex information technology environments. Included are topics on program office, configuration management, portfolio management, and other relevant and timely themes. Graduate students will be required to complete an additional research paper.

BIT 564 Project Leadership and Management 3 Hours
Prerequisite: None

The objectives of this course are to gain insights into the role and key competencies required of project leaders in diverse organizations. Students will learn about a wide range of leader duties — manager, problem-solver, facilitator, trainer, communicator, advocate — and discover how each duty affects the ability to create a cohesive project team. Students will learn a step-by-step approach to leadership and team-building. Additional topics include leadership ethics, leadership and project strategy, and leadership and the political side of project management.

BIT 571 Building an Information Protection Program 3 Hours
Prerequisite: BIT 546

This course provides an overview of the requirements for building an information protection program. Topics include the development of a security vision and action plan, determining the need for safeguards, developing training and awareness programs, developing incident-handling capabilities, and development of budgetary requirements to meet business needs for information technology security. Students will develop an information systems security strategy, create a plan to implement the security provisions, and determine appropriate budgetary requirements.
Graduate students will be required to complete an additional project or research paper.

**BIT 572 Information Security Safeguards** 3 Hours  
*Prerequisite: BIT 546*

This session provides an in-depth review of the basic security safeguards used by corporations today. Technology that will be examined includes virus controls, firewalls, intrusion detection systems, and VPNs. Graduate students will be required to complete an additional project or research paper.

**BIT 573 Information Systems Threat Assessment** 3 Hours  
*Prerequisite: BIT 571*

Information security systems are only as good as their weakest link. There are many different methods for determining an organization’s risk and looking for weaknesses in its security posture. This class will examine threats to an organization and will also show students how to perform audits, assessments, penetration studies, and architecture reviews. Students will utilize tools and methods for examining weaknesses such as vulnerability scanners and OS fingerprinting tools, and learn methods for directing their efforts. A mock organization will be created and audited, and recommendations will be made to improve the security posture. Graduate students will be required to complete an additional project or research paper.

**BIT 574 Cryptography** 3 Hours  
*Prerequisite: BIT 546*

This class will focus on the various methods of encryption and other cryptographic tools and processes. It will also explain cryptographic analysis techniques, and provide the student with insight into the history of cryptography.

**BIT 581 Research and Directed Study in Business Information Systems** 1 - 3 Hours  
*Prerequisite: Written permission of the department chair*

The research and directed study is a variable-credit elective for those students who, as a result of documented previous experience or prior graduate coursework, are able to demonstrate course mastery within the MSIS curriculum. Requests for directed studies must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**BIT 588 Internship in Business Information Technology** 3 Hours  
*Prerequisite: Written permission of the department chair*

An internship is a short-term learning relationship established with a local organization through which the student is able to apply course-based learning in a real-time setting, and for which there is continuing mentoring and feedback and an agreed level of compensation. An internship earns general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**BIT 599 Capstone Project** 3 Hours  
*Prerequisite: Completion of a minimum of 24 credit hours in the MSIS program.*

The capstone project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with an assigned project advisor to develop a proposal. After review and approval by the MSIS program committee, the student is authorized to complete the project. The student presents the completed project at a project fair near the end of the semester.

**Business Law**

**BL 301 Business Law I** 3 Hours  
*Prerequisite: None. Open only to BAcct students.*

This course is a study of legal rights and the resolution of legal disputes. Students study the legal process and courts, contracts, sales, agency, property and property rights, and trusts and estates.

**BL 302 Business Law II** 3 Hours  
*Prerequisite: BL 301. Open only to BAcct students.*

This course is a continuation of BL 301 (Business Law I). Students study partnerships, corporations, limited liability companies, negotiable instruments, secured transactions, government regulation law, bankruptcy, and the legal liability of accountants.

**BL 481 - 483 Directed Study in Business Law** 1 - 3 Hours  
*Prerequisite: Written permission of the department chair*

A student wishing to investigate a topic not otherwise studied in the curriculum may elect a one- to three-semester-credit-hour directed study course. In general, a directed study will earn general elective credit, and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.
Communications

COM 210  Principles of Business Communications  3 Hours
Prerequisite: None. Students are encouraged to complete this course within their first six (6) semester credit hours in residence at Walsh College.

This course is an examination of business communications with emphasis on problem analysis and solutions. Students review topics such as letters, memos, grammar, tone, and public speaking.

COM 320  Business Communication Methods  3 Hours
Prerequisites: COM 210 and BBA 410 (BBA 410 recommended). Students are encouraged to complete this course within their first 15 semester credit hours in residence at Walsh College.

This course continues to develop the student’s use of organizational and critical thinking in all communication situations. Emphasis is on research and writing. This course provides a forum in which students practice writing business reports, carry out library research, solve on-the-job communication problems, and communicate solutions persuasively and effectively. The teaching strategy includes specific feedback on oral and written presentations and in-class group projects.

COM 340  Professional Communication  3 Hours
Prerequisites: COM 320 and BBA 410 (BBA 410 recommended). Students are encouraged to complete this course within their first 21 semester credit hours in residence at Walsh College.

Students will direct their research and problem-solving skills toward specific business-related issues. Other topics include direct-method report writing and group dynamics. Emphasis is on a team project, which requires research, writing, and oral presentations. Individual and group oral presentations are videotaped for critique purposes.

COM 481 - 483  Directed Study in Communications  1 - 3 Hours
Prerequisite: Written permission of the department chair

This course is designed to allow students an opportunity to investigate a topic not otherwise studied in their curriculum. The directed study course can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Economics

ECN 201  Principles of Economics I  3 Hours
Prerequisite: None

This course is an introduction to the study of macroeconomics, with development of the structure and basic operations of a dynamic economic system. Students collectively study the influence and impact of the consumer, business, and government on the American economic system. Students review the cause-and-effect relationships of aggregate economic analyses and monetary and fiscal policy as they relate to the current developments in the economy.

ECN 202  Principles of Economics II  3 Hours
Prerequisite: None

This course is an introduction to the study of microeconomics, focusing on the development of the price system. Students study pure competition, monopolistic competition, oligopoly, monopoly, and government intervention strategies. Students also review the distribution share of wages, rent, interest, and profits. Also reviewed are multinational economics and financial implications in developed and underdeveloped countries.

ECN 503  Survey of Economics  3 Hours
Prerequisite: None. Open to MSIB and MSF students only.

This course is an accelerated inquiry into micro and macroeconomic concepts, theories, and policies. Students discuss microeconomic topics including supply, demand, and markets. Students will also review macroeconomics topics such as money; financial markets; business cycles; and economic policy.

ECN 540  Applied Econometrics  3 Hours
Prerequisite: MBA/QM 515

This course builds on the foundation of MBA/QM 515. The statistical techniques of correlation and regressions are expanded to include multiple correlation, regression, dummy variables, time series analysis, lag models, and seasonal variation models. Other aspects of multiple correlation and regression such as multicollinearity, autocorrelation, and heteroskedasticity will also be discussed. Course emphasis centers on applied applications, using data to analyze economic models, and testing for “goodness of fit.”

ECN 575  Public Finance  3 Hours
Prerequisite: None

An insightful analysis of the impact of government spending on the allocation of productive resources, overall economic activity and growth, the redistribution of income, and the balance of payments between the United States and other nations. Pertinent facts, causes and effects, and the conceptual framework of the fiscal policies of governments are examined in detail to significantly enhance student awareness of how and why such policies are developed and implemented.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECN 580</td>
<td>Monetary and Fiscal Policy Seminar</td>
<td>3 Hours</td>
<td>ECN/MBA 503</td>
</tr>
<tr>
<td></td>
<td>This is an advanced seminar-based course</td>
<td></td>
<td>that provides substantial insight into the</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>essential elements of monetary and fiscal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>policies in the 21st century. Students evaluate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the theoretical origins and viewpoints</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>concerning government intervention in the</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>economy, as well as the goals and tools of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>monetary and fiscal policies. Students also</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>develop a unique and insightful perspective on</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>contemporary monetary and fiscal policies by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>examining the policies of the 1930s that</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>continue to provide much of the framework of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>contemporary policies.</td>
</tr>
<tr>
<td>ECN 586</td>
<td>Seminar in Economics</td>
<td>3 Hours</td>
<td>Announced with each offering of the course.</td>
</tr>
<tr>
<td></td>
<td>This course provides an in-depth coverage</td>
<td></td>
<td>of selected topics in the economics field.</td>
</tr>
</tbody>
</table>

**Finance**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 310</td>
<td>Financial Markets</td>
<td>3 Hours</td>
<td>ECN 202 and BBA 410 (BBA 410 recommended)</td>
</tr>
<tr>
<td></td>
<td>This course provides an overview of</td>
<td></td>
<td>financial market operations and institutions,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>enabling students to understand and critically</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>assess a broad array of economic and financial</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>information. The course explores the flow of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>funds from lenders to borrowers, emphasizing the</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>role of financial intermediaries, investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>banks, and securities firms. Money and capital</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>markets are analyzed, along with financial</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>securities offered in each. The relationship</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>between loanable funds and interest rates will</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>also be considered. An extensive analysis will be</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>made of the structure and goals of the Federal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Reserve System, including monetary policy goals</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and open market operations. The course concludes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>with an investigation of foreign exchange markets</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and exchange rates, and the role played by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>multilateral financial organizations in the</td>
</tr>
<tr>
<td>FIN 315</td>
<td>Financial Management</td>
<td>3 Hours</td>
<td>ACC 202 and BBA 410 (BBA 410 recommended)</td>
</tr>
<tr>
<td></td>
<td>This course provides an overview of the</td>
<td></td>
<td>nature and scope of the financial management of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the firm in reference to its analysis, planning,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and decision-making functions. Topics include</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>financial analysis and planning; working capital</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>management; cost of capital and capital budgeting;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>stock and bond valuation; and both short and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>long-term financing. Students will make extensive</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>use of a financial calculator for analysis and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>problem-solving.</td>
</tr>
<tr>
<td>FIN 321</td>
<td>Risk Management and Insurance</td>
<td>3 Hours</td>
<td>ECN 202</td>
</tr>
<tr>
<td></td>
<td>This course is designed as an overview of</td>
<td></td>
<td>the insurance business, including property and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>liability insurance contracts and risk typically</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>covered by these contracts. In addition, the</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>principle techniques in the risk management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>process as practiced in business as well as life,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>health and employee benefit programs are also</td>
</tr>
<tr>
<td>FIN 403</td>
<td>Investment Management</td>
<td>3 Hours</td>
<td>FIN 310 and FIN 315</td>
</tr>
<tr>
<td></td>
<td>This course analyzes the savings/investment</td>
<td></td>
<td>process in the economy characterized by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>institutional and individual investors. An</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>appraisal of the relative values and importance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>of various financial assets and kinds of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>investments are considered. The course explores</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>procedures for locating sources of investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>information and the expertise to properly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>analyze this information. The role of government</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>in the investment-making function is discussed,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>as to its impact on the outcome of investment</td>
</tr>
<tr>
<td>FIN 406</td>
<td>Financial Statement Analysis</td>
<td>3 Hours</td>
<td>FIN 315</td>
</tr>
<tr>
<td></td>
<td>This course provides an overview of</td>
<td></td>
<td>financial accounting at the intermediate level.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Students analyze the balance sheet, income</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>statement, and statement of cash flows. Students</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>also evaluate a company’s financial position from</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the commercial lender, professional investor, and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>managerial points of view.</td>
</tr>
<tr>
<td>FIN 412</td>
<td>International Economics</td>
<td>3 Hours</td>
<td>FIN 310 and FIN 315</td>
</tr>
<tr>
<td>and Finance</td>
<td></td>
<td></td>
<td>This course is a study of the organizational</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>structure of international economics and finance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Topics include international trade policy;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>payment methods; foreign exchange markets;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>investment centers; transfer pricing; sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and use of funds; capital structures; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>dividend remittances. Students will review these</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>topics while evaluating the balance of trade,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>balance of payments and gold flows. Inquiries on</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the operation of international agencies, United</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>States agencies, and the Eurodollar market are</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>also explored.</td>
</tr>
<tr>
<td>FIN 416</td>
<td>The Stock Market</td>
<td>3 Hours</td>
<td>FIN 310 and FIN 315</td>
</tr>
<tr>
<td></td>
<td>This course outlines the relationship of</td>
<td></td>
<td>the stock market to the national economy. Students</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>study the general characteristics of stock</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>markets and the activities of brokers such as</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>margin trading, short sales, puts and calls, and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>futures trading. Discussions on long-term</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>investors, major swing traders, short-term</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>dealers, and tape watchers are addressed. An</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>analysis of the technical versus the fundamental</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>approach including the Dow Theory, bar and point</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and figure charts are conducted.</td>
</tr>
</tbody>
</table>
## Course Descriptions

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 417</td>
<td>Business and Government</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisites</strong>: BBA 420 and ECN 202</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course focuses on the role of government in</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the economy. Students explore the legal, economic,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and political aspects of government regulatory</td>
<td></td>
</tr>
<tr>
<td></td>
<td>activity. Topics include the constitutional</td>
<td></td>
</tr>
<tr>
<td></td>
<td>basis for government regulatory power; role of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>administrative agencies; effect of government</td>
<td></td>
</tr>
<tr>
<td></td>
<td>policy in the areas of taxation and spending on</td>
<td></td>
</tr>
<tr>
<td></td>
<td>business decisions; wage and price controls;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>labor law; environmental law; public utility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>regulation; and the results of governmental</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ownership of economic enterprises. The question</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of who benefits and who bears the cost of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>government regulatory activity will be examined.</td>
<td></td>
</tr>
<tr>
<td>FIN 419</td>
<td>Financial History of the United States</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisites</strong>: None</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course is an examination into the financial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>history of the United States from its founding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>to the present day. Special emphasis will be</td>
<td></td>
</tr>
<tr>
<td></td>
<td>placed on the country's institutions, including</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wall Street, banking, and manufacturing as well</td>
<td></td>
</tr>
<tr>
<td></td>
<td>as the entrepreneurs that shaped the financial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>system of the United States.</td>
<td></td>
</tr>
<tr>
<td>FIN 425</td>
<td>Financial Modeling</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisite</strong>: FIN 403, FIN 406, and QM 301</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course provides an opportunity for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>undergraduate finance majors to develop</td>
<td></td>
</tr>
<tr>
<td></td>
<td>practical financial modeling skills using</td>
<td></td>
</tr>
<tr>
<td></td>
<td>computer software applications. Students will</td>
<td></td>
</tr>
<tr>
<td></td>
<td>construct and utilize a variety of spreadsheets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>emphasizing specific, real-world problem</td>
<td></td>
</tr>
<tr>
<td></td>
<td>solving. Financial modeling will be used for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>financial forecasting, sensitivity and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>simulation analysis, building pro forma</td>
<td></td>
</tr>
<tr>
<td></td>
<td>financial statements, ratio analysis,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>breakeven analysis, debt and equity valuation,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>calculating the cost of capital, analyzing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>projects using discounted cash flow techniques,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and capital budgeting. It is anticipated that</td>
<td></td>
</tr>
<tr>
<td></td>
<td>students will be able to adapt these models to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>meet the needs of the workplace.</td>
<td></td>
</tr>
<tr>
<td>FIN 481</td>
<td>Directed Study in Finance</td>
<td>1 – 3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisite</strong>: Written permission of the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>department chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course is designed to allow the student an</td>
<td></td>
</tr>
<tr>
<td></td>
<td>opportunity to investigate a financial topic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>not otherwise studied in the curriculum. The</td>
<td></td>
</tr>
<tr>
<td></td>
<td>directed study can be approved for one, two or</td>
<td></td>
</tr>
<tr>
<td></td>
<td>three semester hours of credit pending approval</td>
<td></td>
</tr>
<tr>
<td></td>
<td>by the program director or the department chair.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Students must initiate the request to pursue a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>directed study in finance through the Admissions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Academic Advising office. Students are</td>
<td></td>
</tr>
<tr>
<td></td>
<td>limited to no more than six (6) semester credit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>hours (if approved) in directed study, practicum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and/or internship courses toward graduation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>requirements.</td>
<td></td>
</tr>
<tr>
<td>FIN 488</td>
<td>Finance Internship</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisite</strong>: FIN 310 and FIN 315; written</td>
<td></td>
</tr>
<tr>
<td></td>
<td>permission of the department chair. Students</td>
<td></td>
</tr>
<tr>
<td></td>
<td>must have a minimum cumulative GPA of 3.000.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course provides students with an</td>
<td></td>
</tr>
<tr>
<td></td>
<td>opportunity to further develop their practical</td>
<td></td>
</tr>
<tr>
<td></td>
<td>knowledge and skills in the financial industry.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The student must be employed in a part-time or</td>
<td></td>
</tr>
<tr>
<td></td>
<td>full-time finance position. Students will be</td>
<td></td>
</tr>
<tr>
<td></td>
<td>required to prepare a comprehensive written</td>
<td></td>
</tr>
<tr>
<td></td>
<td>report; maintain a daily activity log, and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>submit a supervisor/intern evaluation of the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>learning process.</td>
<td></td>
</tr>
<tr>
<td>FIN 489</td>
<td>Certified Treasury Professional Preparation</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Course <strong>Prerequisite</strong>: FIN 315</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course is an allowable elective for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>students who are interested in preparing for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the Certified Treasury Professional Exam. To</td>
<td></td>
</tr>
<tr>
<td></td>
<td>learn more, visit the Association for Financial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>org. This course explores from a practical</td>
<td></td>
</tr>
<tr>
<td></td>
<td>perspective the tools used in managing the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>treasury function of an organization, to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>include instruments to finance the organization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>through bank financing, money and capital</td>
<td></td>
</tr>
<tr>
<td></td>
<td>markets. Risk is explicitly analyzed and used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>as a tool in establishing risk-return</td>
<td></td>
</tr>
<tr>
<td></td>
<td>parameters for the organization.</td>
<td></td>
</tr>
<tr>
<td>FIN 502</td>
<td>Theory of Financial Planning</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisite</strong>: None; Undergraduate - FIN 315</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This is the introductory course in the financial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>planning program. The course will begin by</td>
<td></td>
</tr>
<tr>
<td></td>
<td>describing the financial planning process,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>along with the ethical and professional</td>
<td></td>
</tr>
<tr>
<td></td>
<td>responsibilities of both the planner and the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>profession. The course will then introduce the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>different areas of the profession (business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>law, taxes, educational and retirement funding,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>insurance, investments, estate planning, etc.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and conclude by providing an appropriate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>foundation for the balance of curriculum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>courses.</td>
<td></td>
</tr>
<tr>
<td>FIN 503</td>
<td>Investment Planning</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Prerequisite</strong>: FIN 502. Open to PFP Certificate students only.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This course provides a comprehensive survey of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the investment topics that will be found on the CFP® Certification Examination. Students will examine the characteristics, uses, and taxation of investment vehicles; types of investment risk; quantitative investment concepts and measures of investment returns; bond and equity valuation; investment theory and portfolio development; technical and fundamental analysis; asset allocation and asset pricing models; portfolio diversification; as well as the most important and effective investment strategies in the financial planning industry. This course is approved by the CFP Board.</td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Hours</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>FIN 504</td>
<td>Financial Theory and Practice</td>
<td>3 Hour</td>
</tr>
<tr>
<td></td>
<td>Prerequisites: FIN/MBA 510</td>
<td></td>
</tr>
</tbody>
</table>

This course provides an advanced study of important theoretical aspects of corporate finance, with specific applications for financial management. Students will explore investment, financing, dividend, and valuation theory with a view toward optimizing the performance of the firm. The course builds upon foundational concepts and techniques in an effort to provide a more sophisticated understanding of financial theory and practice.

| FIN 506    | Financial Statement Analysis                     | 3 Hour|
|            | Prerequisite: FIN/MBA 510                      |       |

This course is designed to explore the various methods and techniques used to analyze the financial position and operating results as presented in financial statements. Students will develop their analytical ability by understanding the techniques and skills required of the commercial lender and the professional investor. Students will also be able to assess the financial condition of a company by reviewing the financial statements and applying appropriate analytical tools for interpretation and decision-making purposes. Unusual trends and irregularities of a company's position are also evaluated.

| FIN 509    | Bank and Financial Institution Management       | 3 Hour|
|            | Prerequisites: FIN/MBA 510; Undergraduate - FIN 310 and FIN 315 |       |

This course examines the financial, regulatory, and economic environment in which banks and other financial institutions operate. Students will study the internal operations of a bank, analyze bank financial statements, and apply appropriate analysis in the context of budgeting and strategic planning. An inquiry will be made into a bank's investment function as well as the marketing of banking services. Students will also examine bank funding requirements and asset/liability management techniques. In addition, the competitive aspects of the financial services industry in comparison with non-financial service organizations will be explored.

| FIN 510    | Financial Management                            | 3 Hour|
|            | Prerequisites: ACC 500 and ECN 503. MBA students cannot enroll in this course. MSF students are encouraged to complete this course within their first 12 semester credit hours in residence at Walsh College. |       |

This course is an overview of the principles of financial management. Students review the concepts of raising and investing money; conduct financial statement analysis; apply the time value of money techniques to security valuation; and determine a firm's cost of capital and capital budgeting. Students also discuss managerial topics, which include dividend policy, capital structuring, and working capital management.

| FIN 511    | Credit Analysis and Commercial Lending          | 3 Hour|
|            | Prerequisites: FIN/MBA 506 and FIN/MBA 510; Undergraduate: FIN 315 and FIN 406 |       |

This course is designed to familiarize students with all aspects of credit analysis and commercial lending. Students are introduced to financial statement analysis; cash flow estimation; collateral valuation techniques; legal and procedural aspects of commercial lending; risk identification; and review sources of information and techniques to underwrite credit requests.

| FIN 512    | International Finance                           | 3 Hour|
|            | Prerequisite: FIN/MBA 510                      |       |

This is an advanced course that focuses on the increased globalization of the world economy. Students examine international trade policies such as trade blocs, protectionism, international debtors, cultural preferences, dumping, central banks, demographics, third world economies, the impact of exchange rates, balance of payments, multinational enterprises, and direct foreign investment. Economies of scale; imperfect competition; strategic trade policies; the international debt of developing countries; and challenges presented by international monetary arrangements are also analyzed to increase the ability to successfully interact in the world economy.

| FIN 515    | Financial Markets and Institutions              | 3 Hour|
|            | Prerequisite: None                              |       |

This course provides an analysis of capital market institutions and instruments in the context of the interrelationship between markets and interest rates. It examines the role of depository and non-depository institutions, organized and OTC exchanges, the function of primary and secondary markets, and the markets for equity, debt, derivatives, and foreign exchange. The course will also explore theories of risk and return, the determination and term structure of interest rates, and the contribution of financial innovation. Particular attention will be given to the wide variety of financial instruments available, including futures and options contracts, common and preferred stock, stock index contracts, money market securities, treasury and agency securities, corporate and municipal bonds, and both mortgage-backed and asset-backed securities.

| FIN 520    | Real Estate                                      | 3 Hour|
|            | Prerequisite: FIN/MBA 510; Undergraduate: FIN 315 |       |

This is a practical course on real estate investment. Students study three distinct areas in real estate: general real estate theory, residential real estate analysis, and commercial real estate opportunities. Emphasis is placed on commercial real estate and the development and implementation of financial processes in the real estate environment.
FIN 521 Investments 3 Hours
Prerequisite: FIN/MBA 510

This course provides a practical approach to understanding investment management. Students analyze characteristics of various asset classes such as stocks, bonds, real estate, and derivative securities. Fundamental and technical security analysis topics are also explored. An investment research project and participation in ongoing current discussions are expected in this course.

FIN 525 Risk Management 3 Hours
Prerequisite: None

This course is an examination and analysis of risk management and its application to various forms of insurance. Students learn the basics of life, health, casualty, and disability insurance, as well as the legal aspects of insurance, government regulation, and property and liability contracts to provide them with essential tools for effective risk management.

FIN 532 Portfolio Analysis 3 Hours
Prerequisites: FIN 521

An examination of the allocation of assets and portfolio objectives. Students learn various management techniques, program trading, and market timing to increase their understanding of what makes up successful portfolios. The use of derivative products in constructing portfolios is also studied, and students learn to differentiate between the objectives and constraints of various institutional investors (i.e., retirement funds, mutual funds, and insurance companies). Students also gain an understanding of how to recommend appropriate asset classes to accomplish predetermined goals.

FIN 550 Case Studies in Corporate Finance 3 Hours
Prerequisites: FIN/MBA 506 and FIN/MBA 510

This course utilizes a case study approach for financial analysis and problem solving. Students will explore a variety of corporate situations in order to make applications from current theory and practice. Case studies have been selected that typify issues confronting financial managers, including corporate performance; strategic financing; cost of capital; financial leverage and capital structure; financial distress; and valuation of an acquisition target.

FIN 580 Financial Planning Applications 3 Hours
and Case Study
Prerequisites: FIN 502, FIN 521, FIN 525, TAX 535, TAX 536 and TAX 537.

This is the capstone course in the financial planning program. The course will explore the application of the financial planning process and various techniques to individual client types and circumstances from an interdisciplinary perspective, utilizing the body of knowledge from each of the preceding six courses in the curriculum.

FIN 581 Directed Study in Finance 1 - 3 Hours
Prerequisite: Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in their curriculum. The directed study can be approved for one, two or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

FIN 585 Seminar in Finance 3 Hours
Prerequisite: Announced with each course offering

This course provides an in-depth coverage of selected topics of current or special interest in the field of finance. Students are introduced to new and current topics and explore areas such as Latin American business.

FIN 587 Business Valuation 3 Hours
Prerequisites: FIN 506 and FIN 510

This course offers an advanced overview of the concepts, theories, and practices of business valuation. Students develop the ability to successfully engage in this important aspect of the business world by discussing and reviewing various valuation approaches; company information-gathering methods; economic and industry analysis; and financial statement analysis. Discussions of appropriate discounts; valuations for special purposes; and other relevant topics essential to sound business valuation are also conducted.

FIN 589 Certified Treasury Professional 3 Hours
Prerequisite: FIN/MBA 510

This course is an allowable elective for MSF and MBA students who are interested in preparing for the Certified Treasury Professional Exam. To learn more, visit the Association for Financial Professionals website at http://www.afponline.org. This course explores from a practical perspective the tools used in managing the treasury function of an organization to include instruments to finance the organization through bank financing, money and capital markets. Risk is explicitly analyzed and used as a tool in establish risk-return parameters for the organization.

FIN 590 Mergers and Acquisitions 3 Hours
Prerequisites: FIN/MBA 506 and FIN/MBA 510

The course provides an in-depth study of mergers and acquisitions (M&A). It is designed to develop advanced M&A skills with extensive focus on the disciplines currently used by professionals in the field. The class will cover the history of M&A, financial analysis, M&A strategies, creating value through M&A, the fundamentals of a deal transaction, legal issues, valuation models, and designing and evaluating
transactions. Other subject areas studied are the optimal deal structure of transactions, designing financing structures, developing pro forma forecasts, valuation protections, the due diligence process, negotiations, defensive and offensive strategies, and communicating the deal.

At the conclusion of this course, a successful student should have gained a level of competency in M&A commensurate with an entry-level investment banking associate in M&A.

**Information Assurance**

**IA 500 Seminar on Public Sector Security Issues**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

The federal government is developing many standards and practices for security practitioners to follow if they work with federal, state, or local government electronic assets. This class will examine the certifications, accreditation processes, and regulations imposed by the federal government for security professionals to follow. Lectures, special projects, and business case analysis will be utilized by the students to learn the material.

**IA 510 Secure System Architecture and Design**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

This class will focus on advanced architecture and design concepts for large, heterogeneous networks, as well as special design issues for specific technologies such as virus controls, DDoS, Identity Management, Intrusion Prevention, VOIP, convergence, and other current technology advancements.

**IA 520 Ethics and Legal Issues for Security Practitioners**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

This session will build on the experiences obtained in the previous security classes in order to challenge students to apply proper behavioral responses to challenging “real-world” situations. Business case study and group projects will explore the issue of ethical challenges and legal issues that face security practitioners. This class will show students how to understand and evaluate the impact of these legal and ethical issues on their ability to do their jobs responsibly. Privacy and security legal issues will be explored, along with specific regulations such as HIPAA, GLBA, Sarbanes-Oxley, Patriot Act, FISMA, GISRA, and others. Techniques for planning, managing, and implementing strategies based on these regulatory requirements will be discussed.

**IA 530 Authentication Technologies and Standards**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

Authentication and encryption techniques are the cornerstone for protecting electronic access to information. This class will explore in depth the capabilities and issues involved with designing and implementing various authentication and encryption schemes for security practitioners. Protocols, standards, and approaches will be explored in hands-on labs and research to provide a deep understanding of how to protect the confidentiality, integrity, availability, and non-repudiation of information.

**IA 540 Intrusion Techniques and Defenses**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

This session will introduce the student to common attack techniques and mitigating countermeasures. The student will gain an understanding of common attacks on Web sites, database structures, Internet services, TCP/IP services, people, and other important elements of an organization’s infrastructure. In addition to understanding how attacks work, students will be taught how to not only recognize these attacks, but to also defend themselves against such attacks.

**IA 545 Physical Security**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

This session will focus on traditional physical security threats and countermeasures, as well as some of the newer “convergence” issues and technologies that have been developed since 9/11. Physical security mechanisms covered during this class include people, data, equipment, systems, and facilities.

**IA 547 Seminar on Business Continuity Planning**
3 Hours
Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

Ensuring a business can survive a catastrophic event is an important element of strategic planning for businesses today. This class will examine the steps needed to design, implement and test a business continuity plan. Businesses large and small also have many different legal and regulatory challenges facing them today. Executive responsibility for doing business in the electronic age will be examined, as well as fraud techniques and case studies involving incident response and recovery.
Course Descriptions

IA 551  The Law and Digital Crime  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547 (IA 547 may be taken concurrently). Open to MSIA and non-degree certificate students only.

Students will study how digital crime is committed, the different types of crime definitions, and legal issues surrounding using computers to commit a crime. An overview of forensic investigation techniques will be presented, along with an overview of the process for the collection, analysis, and preservation of evidence for a trial. Working with both the private and public sectors (police, lawyers, corporate legal counsel, etc.) will be examined during this course.

IA 552  Introduction to Structured Digital Forensics  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

A complete overview of the digital forensics process will be presented for students to evaluate and comprehend. Tool sets, procedures, and working with law enforcement will be examined to show students how digital forensics is conducted. Case file analysis, interview techniques, and court testimony (expert witness) will be covered during this class.

IA 553  Conducting a Cyber Crime Investigation I  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

An intermediate-level class that will build upon the techniques and skills previously learned. Heavy emphasis will be placed on using techniques and tools sets to collect and analyze evidence. Forensic case studies will be performed during this class.

IA 554  Conducting a Cyber Crime Investigation II  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

An advanced-level class that will build upon the techniques and skills previously learned. Heavy emphasis will be placed on the soft skills required to conduct an investigation, as well as working with law enforcement and lawyers to support cases. Forensic case studies will be performed during this class.

IA 561  Introduction to Auditing Models  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547 (IA 547 may be taken concurrently). Open to MSIA and non-degree certificate students only.

This class introduces the student to the financial, operational and comprehensive classification of audit approaches. This class will cover the skills necessary to perform such audits that require globally applicable standards that apply specifically to information systems auditing. An overview of the audit process will be covered through the use of business case analysis and real-world audit projects.

IA 562  Auditing Computer Systems I  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

Tools, techniques, and processes utilized to perform an organizational IT audit will be covered. Students will go through a mock audit of an organizational IT environment and produce a final audit report.

IA 563  Auditing Computer Systems II  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

This class continues to add to the knowledge obtained previously. Additional tools, techniques, and processes utilized to perform an organizational IT audit will be covered. Students will go through a mock audit of an organizational IT environment and produce a final audit report.

IA 564  Conducting an Audit  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547. Open to MSIA and non-degree certificate students only.

Students will be presented with a case study for an organization and will have the semester to perform an actual audit. Auditing procedure will be covered and documented, as will the approaches used to finalize any recommendations as an outcome. This session builds upon the previous classes and provides the student with a mechanism with which to apply all of the techniques learned.

IA 570  CISO Skills  3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, and IA 547 (IA 547 may be taken concurrently). Open to MSIA and non-degree certificate students only.

This final class in the CISO track will examine issues faced by CISOs every day. Guest lecturers and speakers from industry will be utilized in combination with lectures, business case studies, and special projects to learn the skills that CISOs need to excel at their jobs.

IA 581  Directed Study – 583 in Information Assurance  1 – 3 Hours
Prerequisite: Written permission of the department chair. Open to MSIA students only.

This course provides students with an opportunity to investigate an information assurance topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.
IA 590  Information Assurance Capstone  3 Hours
Prerequisite: Completion of a minimum of 30 credit hours in MSIA program. Open to MSIA students only.

This will be the final class that will be utilized to encapsulate all of the knowledge obtained during the degree process in the form of a capstone student project.

International Business

IB 514  Foundations of International Business  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

This course provides the student with key business skills to conduct business in the global setting. The student will develop a framework for analyzing decisions made by business in an international context. The framework developed will provide the basis for developing strategies that will enable business to succeed in the global business environment. Topics covered will include import/export procedures; international sourcing and procurement; cross-cultural business negotiations; and effective selling in the international marketplace.

IB 523  Global Economics  3 Hours
Prerequisite: ECN/MBA 503

This course examines domestic money and capital markets. Students study the movement and impact of interest rates in domestic and international markets. Students also analyze and compare regional economic and trade blocs and prominent economic systems.

IB 535  International Management  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An overview of issues confronting managers in dealing with international joint ventures, alliances, licensing agreements, and other related management issues. Students will gain a greater awareness of both the cultural and global implications of doing business. Students are introduced to economic policies of governments and multilateral organizations such as the WTO, the IMF, the World Bank and the United States Agency for International Development.

IB 538  Managing Global Production and Technology  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

This course investigates the various issues surrounding the manufacturing organization as it exists in and relates to the global environment. Interaction with the international community including customs, exchange rates, and other aspects will be examined using case studies of global manufacturing companies.

IB 540  Global Marketing  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An examination of the tools available to marketers to execute strategic decisions, including pricing, promotions, distribution; and sales management. Students will learn when to use different marketing strategies and when to standardize or adapt elements of the marketing mix.

IB 545  International Legal Environment  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An introduction to the legal environment in which a multinational enterprise must operate. The course will explore private versus public international customary practices; treaties, including NAFTA and GATT (WTO); the international dimensions of litigation; documentary letters of credit; and various trade actions and regulations.

IB 560  Seminar in International Business  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An introduction to the methodological process of conducting international business research, including data availability; reliability; and comparability. Other topics include the identification of major international information sources, as well as the problem of language, distance, and perceptions that impact the quality of international business research.

IB 561  Culture and Doing Business in Canada  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An overview of Canada’s geography, political structures, history, language, and social and business customs.

IB 562  Culture and Doing Business in China  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An overview of China’s geography, political structures, history, language, and social and business customs.

IB 563  Culture and Doing Business in the European Union  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An overview of the geography, political structures, history, language, and social and business customs of the European Union.

IB 564  Culture and Doing Business in India  3 Hours
Prerequisites: MBA 501 and ECN/MBA 503

An overview of the geography, political structures, history, language, and social and business customs of India.
Course Descriptions

IB 565  Culture and Doing Business  3 Hours
in Japan
Prerequisites: MBA 501 and ECN/MBA 503
An overview of the geography, political structures, history, language, and social and business customs of Japan.

IB 566  Culture and Doing Business  3 Hours
in Mexico
Prerequisites: MBA 501 and ECN/MBA 503
An overview of the geography, political structures, history, language, and social and business customs of Mexico.

IB 567  Culture and Doing Business  3 Hours
in the Middle East
Prerequisites: MBA 501 and ECN/MBA 503
An overview of the geography, political structures, history, language, and social and business customs of the Middle East.

IB 568  Culture and Doing Business  3 Hours
in Russia
Prerequisites: MBA 501 and ECN/MBA 503
An overview of the geography, political structures, history, language, and social and business customs of Russia.

IB 568 Internship in International Business  3 Hours
Prerequisite: Written permission of the MSIB program director
An opportunity for a student to work on a semester-long project basis with an organization, applying course-based learning while receiving appropriate mentoring and assessment from the sponsoring organization. Internships may or may not be compensation-based. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements. Requests for an internship must be initiated through the Admissions and Academic Advising office.

Management

MGT 201  Principles of Management  3 Hours
Prerequisite: None
This course introduces the fundamental principles of management and traces its development from classical beginnings to its present concepts and styles. Students discuss current management practices and future trends, and review applicability of management skills to all businesses and professions.

MGT 303  Behavioral Management  3 Hours
Prerequisite: MGT 201
This course explores individual and group workplace behavior in a dynamic and rapidly changing environment. Students analyze the cause and effect of behavior and interrelationships between people in their roles within organizational settings. Students also discuss strategies for effective relationships and productive responses to change.

MGT 404  Human Resources Management  3 Hours
Prerequisites: BBA 420 and MGT 201
This course examines the managing and interrelating of people within an organization. Students discuss the process of selecting people to meet job requirements; responsibility for improving both the capabilities of people to perform their roles and their responsiveness to the needs of the organization; and how to develop efficient managers.
MGT 405 Management and Labor Relations 3 Hours
Prerequisite: MGT 404 (MGT 404 may be taken concurrently)

This course examines the framework of management and labor relations. Students review the collective bargaining process; key issues in management; labor relations; negotiation of the management-union contract; and performance issues.

MGT 410 Production and Operations Management 3 Hours
Prerequisites: MGT 303 and QM 301

In this course, students will become familiar with the tools used by the production and operations functions within a business. Students apply the systems approach to understanding various sub-functions of the production system, including interrelationships among the subsystems. Students review production concepts and productivity management, plus related topics such as production planning; process planning; capacity planning; facility planning; material requirement planning; inventory control work; quality control; and maintenance.

MGT 453 Organizational Leadership 3 Hours
Prerequisite: MGT 303

This course explores the leadership of modern organizations. Students assess historical and contemporary theories of leadership, and the relationships between the leaders and followers within an organization. Students also discuss the effectiveness of various leadership styles, as well as a leader’s impact on organizational structure; culture; decision-making processes; communications; and goal attainment.

MGT 455 Globalization and Diversity 3 Hours
Prerequisite: None

This course is designed to explore and examine the world of work as seen through a multicultural lens. Special emphasis will be placed on the dynamic global changes that have brought about a socially diverse workforce and how the interplay of economics, legislation, politics, and consumerism have created an interconnected system of cultures and points of view consistently acted out in the 21st century work environment. A theme-dominated approach will be used to synthesize broad topics into manageable content and provide the student with a framework in which to critically analyze each topic area.

MGT 470 Public Administration / Governmental Management 3 Hours
Prerequisite: MGT 303

This course provides insight on governmental functions at the local, state, and federal levels. Students review the principles and analyze problems of managing a government or other non-profit organization. Students also learn the differences and similarities of managing governmental or non-profit versus profit entities, including the objectives of public service.

MGT 471 Small Business Management 3 Hours
Prerequisite: MGT 303

This course focuses on the general concepts of small business. Students examine credit practices, franchising, location, inventory, and other topics particularly crucial in a small business setting. The case method approach is emphasized in this course.

MGT 475 International Management 3 Hours
Prerequisite: MGT 201

This course provides an overview of issues confronting managers in dealing with international joint ventures; alliances; licensing agreements; and other related management issues. Students will gain a greater awareness of both the cultural and global implications of doing business. Students are introduced to economic policies of governments and multilateral organizations such as WTO, IMF, and the World Bank.

MGT 481 Directed Study in Management 1 – 3 Hours
Prerequisite: Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in the curriculum. The directed study can be approved for one, two or three semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MGT 485 Process Improvement / Benchmarking 3 Hours
Prerequisite: MGT 201

This course provides the student with the understanding, tools, and methods currently used to implement process improvement and benchmarking activities in an organizational or small business setting. Students review related concepts and analyze the cost of quality and continuous improvement strategies in order to implement change.

MGT 488 Management Internship 3-9 Hours
Prerequisites: MGT 303; Personal interview and written permission of Department Chair required. Students must have a minimum GPA of 3.000.

This course provides the student with an opportunity to further develop their practical knowledge of management (marketing). Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA-Management students are allowed a maximum of nine 9 credit hours in internship courses toward graduation requirements.
### MGT 556 Organizational Design 3 Hours

*Prerequisite: MBA 555; Undergraduate - MGT 404*

This course explores the nature, type, structure, and function of a modern organization. Students compare the formal and informal structures and relationships and the closed and open systems within an organization. Students also discuss concepts of power and conflict as they relate to both internal and external associations. Students also learn the methods and tools for designing organizations to align with the business strategies set forth by a given organization.

### MGT 557 Labor Relations 3 Hours

*Prerequisite: MBA 555*

This course deals with developing and maintaining effective management-labor relationships. Students become familiar with the history and trends of the labor movement, collective bargaining unit, grievance resolution, and employee involvement in company management.

### MGT 558 Managing Employee Development 3 Hours and Training

*Prerequisite: MBA 555; Undergraduate - MGT 404*

Assessing employee and training strategies from a management perspective are explored in this course. Students focus on the development of an organization training strategy through innovation, needs analysis, training design, and program evaluation. The course also surveys training methodologies, instructional design, and e-training and related technologies for effective management of programs.

### MGT 559 Managing Total Compensation 3 Hours

*Prerequisites: MBA 515 and MBA 555; Undergraduate - MGT 404 and QM 301*

This course is designed to review the importance of total compensation in today’s business environment. The course content will focus on management’s role in administering equitable, incentive-based compensation practices and plans and employee benefits programs. Students will have the opportunity to explore contemporary approaches to total compensation, including topics such as performance-based pay practices; job analysis and evaluation; internal consistency and external competitiveness; salary surveys; incentive systems; performance appraisals; and benefits programs. Discussion of relevant regulatory practices, laws, and the importance of strategic compensation will also be covered. Students completing the course will be expected to have acquired an understanding of how total compensation influences employee motivation and productivity.

### MGT 585 Seminar in Management 3 Hours

*Prerequisite: Announced with each offering of the course*

This course provides an in-depth coverage of selected topics in the management field.

### MGT 701 Creating Organizational Value 3 Hours through Knowledge and Human Capital

*Open to DMEL students only.*

This course explores the relationship between human capabilities and creating value in organizations. It is also imperative that leaders understand the “how and why” human invest their human capital in an organization. This course explores this relationship as well as how tacit and explicit knowledge are filtered through structural capital to create organizational value. The course is a blend of application and scholarship. The student will develop and apply best practices in this important area as well as develop a scholarship agenda to investigate synthesis and new discovery in this topical leadership area.

### MGT 705 Historical Context of Organizations and Society

*Open to DMEL students only.*

This course investigates how organizations got to where they are. The historical growth of capitalism and organizations along with the changing social, legal, and political environment in which organizations function will be evaluated. The cyclical nature of organizations and social trends will be researched and discussed.

### MGT 710 Leadership Research Methods I 3 Hours

*Open to DMEL students only.*

This course is a combination of quantitative research methods, six sigma and statistical process/quality control, multivariate statistics and forecasting. The Course assumes the doctoral student has had a graduate-level statistics/quantitative methods course covering parametric statistics and hypothesis testing.

### MGT 715 Building Structural Capital 3 Hours

*Open to DMEL students only.*

Structural Capital represents the assets that complement the company’s human and process capital and that enable the creation of value. Structural capital is the strength of a company’s franchise with its customers, and is concerned with its relationships and networks of associates. Students will design organizational structures that integrate culture, process, and procedures that lead to successful accomplishment of organizational goals and mission.

### MGT 720 Leadership Research Methods II 3 Hours

*Open to DMEL students only.*

This course explores non-statistical forecasting and other Qualitative Research methods. Qualitative research methodologies have become more prevalent in research as a viable and valid form of inquiry especially as they pertain to human behavior in organizations. Qualitative research techniques will be examined such as survey research, action research, ethno-methodology, participation research, grounded theory, and phenomenological research. Nonparametric statistical analysis will also be examined.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 725</td>
<td>Leading Global Organizations</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 730</td>
<td>Executive Decision Making</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 735</td>
<td>Seminar in Global Culture and Comparative Economic Systems</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 740</td>
<td>Dynamic Business Systems and Innovation</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 745</td>
<td>Global Legal Environment and Effective Communication</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 750</td>
<td>Sustaining Success and Managing Change</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 755</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 760</td>
<td>Executive Analysis of Economics and Financial Models</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 756</td>
<td>Seminar in Leadership and Effective Communication</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
<tr>
<td>MGT 770</td>
<td>Technology and Its Impact</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Open to DMEL students only.</em></td>
<td></td>
</tr>
</tbody>
</table>

This course explores, researches, and analyzes contemporary issues facing leaders in the global environment. Specific emphasis will encompass global leadership theories, organizational practices, and their application to strategic decision making. Students will learn and practice how to think in a global context.

This course explores the complex nature of higher level decision making by senior managers and leaders of the 21st century business organizations. The evolving global expansion of business has created a critical shift in the way business is conducted. Strategic decision making encompasses more than just facts and intuition. Leaders of complex, global organizations are expected to use a variety of tools and resources to assist in implementing thorough and timely decisions that help maintain a competitive edge.

This course provides the students with the knowledge and skills necessary to evaluate economic systems. The students will develop organizational plans for multiple cultures and economic systems while evaluating how differing cultures, economic, and political systems impact the firm.

This course builds on concepts and models that make business systems dynamic and explores the use of innovations as a main driving force of business. The interconnections between business cycles and executive planning will be explored through the use of structured experimentation and organizational model building. In the process, new ways to integrate team member knowledge during a modeling project will be examined with the intent of achieving new insights and a shared understanding for policy and strategy change.

This course will explore the practical aspects of conducting business transactions internationally and communicating effectively on a global scale with empathy for differing business cultures. An emphasis will be placed on international treaties to which the U.S. is a signatory and comparison of legal systems of the trading partners of the United States.

This course examines the literature for techniques and best practices for successfully managing change in formal organizations through a variety of individual and team-based methods.

This course will explore contemporary literature providing a comprehensive understanding of entrepreneurship. The growth in entrepreneurship is never more prevalent than opportunities presented in the ever increasing globalization of business. Doctoral students will study the context and role of entrepreneurs, as responsible business owners. Critical decision making skills will be developed in the entrepreneurial framework of our complex and changing business economy, while considering human capital, support structures, and reward systems. A major focus will be on creating value for stakeholders.

This course explores various economic and financial models used for business analysis. An advanced overview of the concepts and theories necessary for executive-level decision making will be provided.

This course will focus on the global leaders’ ability to use a variety of communications methods to effectively convey a visionary message. Special emphasis will be placed on the assessment of leader style when using various communications modes in response to stakeholder interests.

This course examines the role of technology and technology-based systems in the organization. A survey of legacy through emerging technologies is undertaken, followed by an in-depth examination of the implications of each on the people, processes, and other resources of the organization and across the value chain. A variety of strategies,
techniques, and considerations for the management of technology are then explored, including planning for technology; aligning business strategy and technology; measuring investment and return; designing infrastructure, technical organization, and development and support processes; securing information and technology resources; preparing for advances in technology and organizational change; complying with legislation; and addressing human and ethical issues.

**MGT 795 Dissertation Research Proposal 3 Hours**
Open to DMEL students only.

The dissertation proposal is the deliverable of this first dissertation course.

- A Walsh College dissertation should meet the following criteria:
  - Clarity in the problem statement.
  - Focus on the subject to be investigated
  - Identification of the research methodology to be utilized
  - Hypothesis and research questions
  - Possible outcomes and the value of each as a result of acceptance of hypothesis
  - Dissertation format
  - Preliminary ideas for possible publication
  - A schedule to follow in the research

**Marketing**

**MKT 202 Principles of Marketing 3 Hours**
Prerequisite: None

This course examines the principles, concepts, and practices of marketing products and/or services in organizations. Students will learn how the marketing mix (i.e., product, price, promotion, and distribution) impacts the achievement of corporate goals and objectives. Students will also assess legal, regulatory, consumer/socioeconomic, internal and external environmental factors; forecasting; and resource availability and utilization considerations in the marketing-management-decision-making processes.

**MKT 307 Marketing Management 3 Hours**
Prerequisite: MKT 202

This course studies market analysis concepts and provides the methods and tools for establishing appropriate information used in effective marketing decision-making. Students will expand their knowledge of basic marketing principles; discuss the tools for marketing problem analysis; and examine strategically oriented cases. Students will learn analysis, planning, and implementation, and will prepare an original marketing plan. Analytical decision-making is emphasized in this course.

**MKT 309 Advertising and Promotional Management 3 Hours**
Prerequisite: MKT 202

This course examines the role of managing the promotional aspect of the marketing function from the perspective of the executive. Students review the theory of developing a promotional mix based upon consumer behavior and communication. Advertising, sales promotion, public relations, and the management of the total marketing mix will also be explored.

**MKT 415 Consumer and Buyer Behavior 3 Hours**
Prerequisite: MKT 202

This course addresses the economic, psychological, sociological, and anthropological variables associated with consumer and buyer behavior. Students learn the basic factors influencing consumer behavior; the models used to explain this behavior; and the implications of these marketing concepts and public policy issues. Discussion and analysis of consumer behavior attributes are also explored, including motivation, perceptions, attitudes, beliefs, personality, reference groups, demographics, lifestyle, cultural factors, and others.

**MKT 425 Sales Management 3 Hours**
Prerequisite: MKT 202

This course examines the organization and administration of a firm’s selling efforts. Students will discuss recruitment selection, training, compensation, evaluation, budgeting, market assessment, segment analysis, territory alignment and quotas, and development and motivation of the sales force.

**MKT 435 Marketing Research 3 Hours**
Prerequisites: MKT 202 and QM 301

This course introduces market research concepts and techniques for collection, analysis, and interpretation of data for effective marketing decisions. Students learn problem definition; research design; questionnaire construction; sampling; attitude scaling; and statistical analysis. Students will also evaluate and present their research findings.

**MKT 445 e-Marketing Communication 3 Hours**
Prerequisite: MKT 202

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.
MKT 450  Customer Relationship Management  3 Hours  
Prerequisite:  MKT 202

This course explores the art and science of assessing the value of a brand’s customer relationships and strategies to effectively manage those relationships. Successful Customer Relationship Management strategies consider all aspects of the interactions a brand has with its customers and incorporates the implementation of specific practices to help a brand effectively manage its customer relationships. The essential role that e-marketing practices associated with the collection and use of customer data is explored in the broader context of CRM strategies.

MKT 460  Strategic Marketing  3 Hours  
Prerequisites:  MKT 309, MKT 415 and MKT 435

This capstone course enables students to apply all of the knowledge obtained during the marketing degree process to problems in high-level marketing decision making. Through the analysis of cases, the student will design strategies to address a variety of marketing situations including marketing as a business value creation process, target market selection and positioning, development of integrated marketing programs, creation and cultivation of brand identity, and the establishment of long-term marketing advantages.

MKT 481  Directed Study in Marketing  1 - 3 Hours  
Prerequisite:  Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MKT 487  Not-For-Profit Marketing  3 Hours  
Prerequisite:  MKT 202

This course focuses on the necessary skills and effort involved in managing a non-profit organization. Students will develop hands-on experience at the work site under the supervision of the instructor. Scheduled trips to non-profit businesses located in the Detroit metropolitan area are conducted.

MKT 488  Marketing Internship  3 Hours  
Prerequisites:  MKT 202; Personal interview and written permission of Department Chair required. Students must have a minimum GPA of 3.000.

This course provides the student with an opportunity to further develop their practical knowledge of management (marketing). Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA-Marketing students are allowed a maximum of nine 9 credit hours in internship courses toward graduation requirements.

MKT 489  International Marketing Management  3 Hours  
Prerequisites:  MKT 202 and MGT 303

The course will examine the growth of international operations, the challenges managers face in this new environment, and the increasing importance of trade to all nations. The focus is on defining new markets with emphasis on cultural, political/legal, and economic considerations. Students will also learn how to launch a U.S.-based product or service in the global marketplace.

MKT 540  Global Marketing  3 Hours  
Prerequisites:  MBA 501 and MBA 503

An examination of the tools available to marketers to execute strategic decisions, including pricing, promotions, distribution, and sales management. Students will learn when to use different marketing strategies and when to standardize or adapt elements of the marketing mix.

MKT 541  Strategic Communication and Public Relations  3 Hours  
Prerequisite:  MBA 501

This course involves students in the elements of message design, creation, and transmission of various modes of business communications. Students will examine and differentiate forms of authoring while building communication skills for internal and external audiences. Varying formats will include document types such as marketing, crisis communication, image and mission, and social responsibility as well as customer documents, compliance auditing, digital documentation, newspaper releases, training materials, and other media and business documentation. Composition guidelines will be provided and used in developing various messages. The design of persuasive, informational, narrative and other categories of organizational messages are studied and practiced.

MKT 542  Consumer Insights  3 Hours  
Prerequisite:  None

This course explores the relationship between consumer decision-making and the creation of a brand’s competitive advantage. Students will explore how an understanding of emerging trends can enhance marketing propositions and create brand value. Methodologies for generating and evaluating consumer insights, including qualitative and quantitative research techniques, will be explored.
MKT 545 e-Marketing Communication 3 Hours  
Prerequisite: MBA 550; Undergraduate - MKT 307

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.

MKT 551 Consumer Behavior 3 Hours  
Prerequisite: MBA 550

This course explores the factors affecting behavior in the acquisition of products and services. Students learn the general principles of individual, group, and family behavior as they relate to specific demographic differences and similarities within a given population. Students learn to identify methods of establishing consumer behavior patterns to project trends and to formulate appropriate marketing decisions.

MKT 573 Special Topics in Marketing 3 Hours  
Prerequisite: MBA 550

This course addresses contemporary issues in marketing. Students examine capturing the voice of the customer; marketing’s role in new forms of business organizations; opportunities in international marketing; considerations in commercial marketing; developing marketing information (databases, advertisements, interactive delivery); competitor analysis; and identifying strategic opportunities.

MKT 581 Directed Study in Marketing 1 - 3 Hours  
Prerequisite: Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Master of Business Administration

MBA 500 Financial Accounting 3 Hours  
Prerequisite: None. Open to MBA students only.

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail. Alternative accounting procedures and their impacts on the financial statements are also examined. Coverage includes receivables, inventory, fixed assets, and bonds payable.

MBA 501 Management and Organization 3 Hours  
Prerequisite: None

This course explores the functions, roles, and skills associated with managing people and organizations. Students study the foundations of individual and group behaviors, as well as the concepts and models for effective management. Students also examine the structure and processes of organizations with an emphasis on the leadership required to manage the dynamics involved. Critical thinking, decision-making, ethics, and organization culture are recurring themes in this course.

MBA 503 Survey of Economics 3 Hours  
Prerequisite: None. MSF students may not enroll.

This course is an accelerated inquiry into micro and macroeconomic concepts, theories, and policies. Students discuss microeconomic topics including supply, demand, and markets. Students will also review macroeconomics topics such as money; financial markets; business cycles; and economic policy.

MBA 505 Managerial Accounting 3 Hours  
Prerequisite: MBA 500. Open to MBA students only.

This course is a basic study of cost, managerial accounting, and the internal accounting concepts and procedures used in the decision-making process. Students apply planning and control techniques to achieve various objectives. Students also discuss activity-based costing, job costing, process costing, and differential cost analysis.

MBA 506 Financial Statement Analysis 3 Hours  
Prerequisite: MBA/FIN 510

This course is designed to explore the various methods and techniques used to analyze the financial position and operating results as presented in financial statements. Students will develop their analytical ability by understanding the techniques and skills required of the commercial lender and the professional investor. Students will also be able to assess the financial condition of a company by reviewing the financial statements and applying appropriate analytical tools for interpretation and decision-making purposes. Unusual trends and irregularities of a company’s position are also evaluated.
MBA 510  Financial Management  3 Hours
Prerequisite: MBA 500 and MBA 503. Open to MBA students only.

This course is an overview of the principles of financial management. Students review the concepts of raising and investing money; conduct financial statement analysis; apply the time value of money techniques to security valuation; and determine a firm’s cost of capital and capital budgeting. Students also discuss managerial topics, which include dividend policy, capital structuring, and working capital management.

MBA 515  Quantitative Methods  3 Hours
Prerequisite: QM 500 or QM 503

This course reviews statistics, mathematics, and decision theory that help clarify managerial problems and aid in selecting courses of action. Students will analyze and interpret numerical data for management decision-making, applying techniques such as data sampling; statistical inference; hypothesis testing; correlation studies; regression analysis; queuing models; distribution models; and decision theory.

MBA 523  Global Economics  3 Hours
Prerequisite: MBA 503

This course examines domestic money and capital markets. Students study the movement and impact of interest rates in domestic and international markets. Students also analyze and compare regional economic and trade blocs and prominent economic systems.

MBA 530  Effective Leadership and Business Ethics  3 Hours
Prerequisite: MBA 501. Open to MBA students only.

This course examines theoretical and pragmatic issues facing organizations and leaders today. Students study modern concepts, strategies, and techniques in solving organizational issues. Students are introduced to principles of ethical thinking and their application to business situations and decision making. Critical thinking; decision making; ethics; and communications are among the recurring themes.

MBA 550  Managing the Marketing Function  3 Hours
Prerequisite: MBA 501 (MBA 501 may be taken concurrently)

This course examines how a business conveys the value of its product and services to customers. Students examine various methods to identify customer needs; product design; customer and product service; and communicating with current and potential customers. Students also analyze competition; consumer analysis; product pricing and promotion; channels of distribution; and company capabilities.

MBA 555  Human Resources Management  3 Hours
Prerequisite: MBA 501 and MBA 530

This course is a study of how organizations acquire, develop, and retain an effective workforce. Students focus on developing skills to manage employees, rather than on training personnel specialists. Students also review requirement analysis; designing work for individuals and teams; selection and training; compensation and recognition; and organizational development. Additional considerations such as employee/labor relations; diversity; and the contracting of employees and employee services are also addressed.

MBA 556  Legal Issues in Management  3 Hours
Prerequisite: None

This course is a comprehensive overview of the legal environment of business. Students learn the basics of American and international law. Additional topics included are legal and international law; constitutional and administrative law; contracts; commercial transactions; employment law and other governmental regulations; environmental protection; and property. Students will also discuss the formation of business organizations for conducting both domestic and international business.

MBA 565  Operations Management  3 Hours
Prerequisite: QM 500 or QM 503

This course covers the management and integration of production resources. Students learn how to deal with increasing effectiveness and efficiency in the selection of site and facilities; process; equipment and layout; organization and training; and structure and methods of distribution.

MBA 581  Directed Study  1 – 3 Hours
Prerequisite: Written permission of the department chair

A student wishing to investigate a topic not otherwise studied in the curriculum may elect a one-to-three-semester-credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.
QM 500  Inferential Statistics Seminar  1 Hour
Prerequisite: Must have successful prior academic experience in descriptive statistics; contact the Admissions and Academic Advising office for details. Not open to undergraduate students. Cannot be taken for credit after completion of QM 503.

The course is an intensive, accelerated overview designed for individuals who have had previous coursework or documented equivalent experience in using inferential statistics, but whose previous coursework experience is more than seven years old. The course is offered in four consecutive half-day sessions, and is scheduled based upon student interest, need, and space availability. The course briefly overviews descriptive statistics, including data collection and tabulation, and measures of central tendency, etc. The majority of the course is devoted to data analysis and interpretation through inferential statistics. Assumptions underlying data to be analyzed, the appropriateness of various inferential statistical tests, the “match” of the statistical test to the data, and limitations attributable to varying assumptions underlying data interpretation are included.

QM 503  Inferential Statistics for Business Decision-Making  3 Hours
Prerequisite: None. Cannot be taken for credit after completion of QM 301, QM/MBA 515 or QM 500.

This offering is for students who have a good foundation in descriptive statistics and need an in-depth understanding of inferential statistics required for analysis and interpretation of business or business-related data. This course studies the use of inferential statistics in business involving data definition, collection, tabulation, analysis, and interpretation. The course reviews measures of central tendency and other descriptive statistics. The bulk of the course focuses upon data analysis and interpretation through inferential statistics. Topics include sampling; data types; parametric and non-parametric testing; levels of confidence; and time-series analysis. Students select the appropriate inferential tool and statistically analyze multiple assigned datasets. Students will also assess research based upon the appropriateness of the statistics used and the data assumptions accepted, and critique published research.

QM 515  Quantitative Methods  3 Hours
Prerequisite: QM 500 or QM 503

This course reviews statistics, mathematics, and decision theory that help clarify managerial problems and aid in selecting courses of action. Students will analyze and interpret numerical data for management decision-making, applying techniques such as data sampling; statistical inference; hypothesis testing; correlation studies; regression analysis; queuing models; distribution models; and decision theory.

Strategic Leadership

SL 500  Principles of Individual Leadership  3 Hours
Prerequisite: None. Open to MSSL and MBA students only.

This course will explore the fundamentals of individual leadership and the characteristics that leaders need to develop in order to be successful at managing change. Leadership styles and attributes such as honesty, determination, courage, inspiration, willingness to listen, ability to learn, dependability, loyalty, supportive behaviors, and intelligent decision-making will be studied in this course. Examples will be drawn from cases of leaders who succeeded through their individual efforts.
**Course Descriptions**

SL 510  
**Principles of Team Leadership**  3 Hours  
*Prerequisite: SL 500. Open to MSSL and MBA students only.*

This course will examine the principles of team leadership behavior; the leader’s role in the organization that accomplishes work through team activity and decision-making. Team-based decision making processes will be studied along with those skill sets needed to accomplish tasks through teams. Team leader skill sets include group organizing principles, facilitation, building consensus, effective coaching, reducing interference in teams, and developing group management processes.

SL 520  
**Principles of Organizational Leadership**  3 Hours  
*Prerequisite: SL 510. Open to MSSL and MBA students only.*

This course will identify those contemporary theories of leadership that will be helpful for leaders in formal organizations that are in the process of major transformation. Special emphasis will be on the creation of organizational cultures and decision making. Students will study many styles and examples of organizational leadership.

SL 530  
**Leadership Communications**  3 Hours  
*Prerequisites: SL 520. Open to MSSL and MBA students only.*

This course provides students with a comprehensive look at all forms of communication for managers and leaders. Students will study written, oral, media, crisis management, reports, and presentations in many settings. They will experience exercises in which different forms of persuasion are explored such as listening, giving feedback, dealing with conflict, developing formal and informal presentations. Organizational culture will be explored.

SL 540  
**Understanding Variation**  3 Hours  
*Prerequisites: QM 503. Open to MSSL and MBA students only.*

This course focuses on the use of descriptive statistics as well as analytical tools for organizational decision making. Students review mathematics, statistics and decision-theory applications that contribute to effective decision making. Techniques include statistical sampling, inference and hypothesis testing, correlation and regression analysis, queuing and distribution models. Understanding natural variation and how its understanding should be used to improve decision making in organizations is also studied in this course.

SL 545  
**Strategic Environments and Building Relationships**  3 Hours  
*Prerequisites: SL 520. Open to MSSL and MBA students only.*

This course examines strategic environments of volatility and complexity, uncertainty and ambiguity (VUCA) political, economic, sociological and technological environments as well as the stakeholder community. Students will explore how leaders must manage and balance the demands of the various stakeholders of the organization and “shape” the overall environment as needed.

SL 550  
**Principles of Ethics: Developing Values and Creating Cultures**  3 Hours  
*Prerequisite: None. Open to MSSL and MBA students only.*

This course examines theoretical and pragmatic issues facing organizations and leaders today. Students study modern concepts, strategies and techniques in solving organizational issues and the ethical dilemmas they create. Principles of ethical thinking and their application to organizational situations and decisions are studied. Critical thinking, decision-making, ethics and communications are among the issues students will study. The development of values and organizational culture to reinforce them are also examined.

SL 555  
**Leadership in a Global Society**  3 Hours  
*Prerequisite: SL 520. Open to MSSL and MBA students only.*

This course will study the leadership requirements to manage diversity in a global and multicultural society. Issues of globalization will be discussed in the context of a leader’s role in steering an organization through globalization processes.

SL 560  
**Leading Change: Learning Organizational Systems**  3 Hours  
*Prerequisite: SL 520. Open to MSSL and MBA students only.*

This course focuses on the dynamics of a “Learning Organization”, and the core capabilities it needs to master to readily adapt to change as a natural course of business, rather than in response to a crisis. It will look at leadership styles, cultural alignment, the interaction of people and teams, the processes that define how we learn as individuals, and as collective groups. It will explore examples of organizations and leaders who successfully demonstrate these learning organization concepts. It will also introduce examples of behaviors that undermine a ‘change mind-set’.

SL 565  
**Designing Organizations Using Power, Authority and Influence Systems**  3 Hours  
*Prerequisite: SL 520. Open to MSSL and MBA students only.*

This course focuses on the aspects of organizational structure design, including the principles of how work is performed in an organization – often across departmental boundaries. It will investigate how cross departmental work is facilitated by policies and procedures, cross functional teams, and standing committees. It will study how different structures, performance appraisal systems, incentive systems, and management behavior can create roadblocks to effective performance. It will introduce examples of different organizational structures in small, mid-sized and global enterprises; and examine their pros and cons. It will evaluate the paradox of control vs. empowerment, and the human skills needed to successfully navigate across departmental boundaries, forging informal partnerships and alliances to gain cooperation.
SL 570  Strategic Visioning  3 Hours
Prerequisite:  SL 520.  Open to MSSL and MBA students only.
This course explores the basics of strategic visioning processes, why they are important, what they accomplish and how they are used to enable organizations to move into the future. Students will create a strategic vision for their organization based upon the methodologies they learn in the class.

SL 600  Strategic Leadership  3 Hours
(Capstone Course)
Prerequisite:  SL 570 and completion of 33 credit hours in the MSSL program. Open to MSSL students only.

This course is designed to integrate the organization and its functions to operate as a system within its environment. Students examine strategic planning processes, implementation planning processes and learn to identify strengths and weaknesses, opportunities and threats to the organization. Sustainable strategic advantage is explored from the point of view of the leader who is responsible for the system. Theories from Sun Tzu to modern theories related to strategy will be studied.

Taxation

TAX 495  Introduction to Tax and Business Taxation I  3 Hours
Prerequisite: ACC 202

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. Students taking this course are strongly advised to take TAX 496 the next semester enrolled.

TAX 496  Introduction to Tax and Business Taxation II  3 Hours
Prerequisite:  TAX 495

This course is a continuation of TAX 495, and will consider more advanced topics in both general and business taxation.

TAX 500  Advanced Tax Research  3 Hours
Methodology, Writing, and Citation
Prerequisites:  TAX 501 and TAX 599

A sophisticated and high-level study of tax writing and the methodology of federal tax research. Consideration will also be given to the proper form of citation for various legal authorities encountered during tax research and to the techniques required for the adequate reporting of research results. The use of the Internet and CCH Tax Research Network™ will also be studied. It will be assumed that all students taking this course have a thorough knowledge of all but the most advanced research techniques. When taken by an MST student, the course must be taken no later than as the sixth three-credit-hour course.

TAX 501  The Role of Legal Authorities in Taxation  3 Hours
Prerequisite:  None; MST students should take this course or TAX 599 as their first course in the MST program.

This course is a study of the basic principles of law and taxation. Students study statutory construction, case analysis, administrative precedent, and the role and function of legislative history as applied in the federal law context. Basic concepts of law as applied to the federal tax system are illustrated throughout the course.

TAX 507  Tax Accounting  3 Hours
Prerequisites:  TAX 501 (TAX 501 may be taken concurrently) and TAX 599

This course is a systematic study of the basic concepts of tax accounting. Students study periods and methods, changes in periods and methods, depreciation and cost recovery, inventories including dollar value LIFO, and section 482 allocations.

TAX 509  Sales and Exchanges of Property  3 Hours
Prerequisites:  TAX 501 (TAX 501 may be taken concurrently) and TAX 599

A study of the Internal Revenue Code as it applies to sales and exchanges of personal and real property. Particular emphasis is given to capital gains and losses; Section 1231 gains and losses; and to non-recognition transactions, including like-kind exchanges; involuntary conversions; sale of a residence; and foreclosures. Installment sales, taxable sales of businesses, and sales involving securities and commodities are also considered in detail. The at-risk rules and the passive activity loss rules will also be studied.

TAX 510  Basic Concepts in Corporate Tax  3 Hours
(Corporate Tax I)
Prerequisites:  TAX 501 and TAX 599, TAX 507 (TAX 507 recommended), and TAX 509 (TAX 509 highly recommended)

Basic concepts involved in federal law as it applies to the formation and related operations of corporate enterprises and associations that are treated as corporations. Topics include computing the corporate tax; controlled groups; dividends; earnings and profits; and Subchapter S Corporations. An introduction to consolidated tax returns will also be included. Students will be required to prepare a Form 1120 and an AMT Schedule.

TAX 511  Advanced Concepts in Corporate Tax  3 Hours
(Corporate Tax II)
Prerequisites:  TAX 510, TAX 507 (TAX 507 recommended), TAX 509, and TAX 599

This course covers advanced topics in federal tax law as it applies to corporations. Students study redemptions; liquidations, mergers and other reorganizations, corporate divisions; carryover of corporate tax attributes; the accumulated earnings tax; the personal holding company tax; and taxable acquisitions.
TAX 514  Consolidated Tax Returns  3 Hours
(Corporate Tax III)
Prerequisites: TAX 510, TAX 511 (TAX 511 highly recommended), TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599

This course is a study of the Internal Revenue Code and the income tax regulations related to taxation of affiliated groups electing to file consolidated returns. Students will be required to prepare a consolidated Form 1120. Topics studied in this course include eligibility to make the consolidated return election; special rules for the computation of consolidated items, including the use of NOLs; reverse acquisitions; special rules for computation of separate taxable income including inter-company transactions; inter-company distributions; investment adjustments; excess loss accounts; and allocation of consolidated tax liability.

TAX 521  Estate and Gift Taxation  3 Hours
Prerequisites: TAX 501 (TAX 501 may be taken concurrently) and TAX 599

This course is a study of the estate, gift, and generation-skipping transfer taxes. Students will be required to prepare a Form 706 and a Form 709. Students will also study the impact of testamentary and lifetime distributions of property within the family group.

TAX 522  Income Taxation of Trusts and Estates
Prerequisites: TAX 501, TAX 507 (TAX 507 recommended), TAX 521 (TAX 521 highly recommended) and TAX 599

This course is a study of income taxation of estates and trusts. Emphasis is placed on after-death planning; affirmative uses of trust rules; treatment of specialized trusts such as irrevocable trusts; insurance trusts; charitable trusts; and grantor trusts. Problems relating to the final tax return of a decedent will be considered. Students will be required to prepare a Form 1041.

TAX 523  Financial and Estate Planning  3 Hours
Prerequisites: TAX 501, TAX 521, and TAX 599

This course focuses on selected topics in both financial and pre- and post-mortem estate planning with emphasis on techniques in current use by practitioners. Students examine uses in estate planning of life and other forms of insurance; various kinds of revocable and irrevocable trusts; private annuities; buy-sell agreements; estate-freezing techniques; and fringe benefits.

TAX 524  Valuation for Tax Purposes  3 Hours
Prerequisites: TAX 501 and TAX 599

This course examines the law of valuation for federal income, estate, and gift tax purposes and for state and local tax purposes. Basic appraisal techniques are also given considerable attention.

TAX 531  Partnership and LLC Taxation  3 Hours
Prerequisites: TAX 501, TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599

This course examines the federal income tax treatment of partnerships and partners. Students study partnership formation; problems of partnership operation including distributions; sales and exchanges of partnership interests; partnership terminations and liquidations; special basis adjustments; and the role of partnership as investment vehicles. The treatment of limited liability companies and limited liability partnerships are also examined. Students will be required to prepare a Form 1065.

TAX 535  Basic Income Tax and Income Tax Planning
Prerequisite: Open only to PFP certificate students, MSF and MBA students.

A survey of the federal income tax system as applied to individuals and various types of business and investment entities. Topics include (but are not limited to) gross income; deductions; sales and exchange (both taxable and nontaxable); allowable accounting periods and methods; and the tax calculations applicable to individuals; business entities; and various investment entities. Strategies for minimizing tax liability will be emphasized. Students will be required to prepare a short research paper.

TAX 536  Employee Benefits and Retirement Planning
Prerequisite: Open only to PFP certificate students, MSF, and MBA students. TAX 535 highly recommended.

A survey of various kinds of fringe and retirement benefits available to employees and self-employed persons. Strategies for minimizing taxes and for maximizing benefits will be studied. Topics include (but are not limited to) tax-favored insurance benefits; non-qualified deferred compensation arrangements; the uses of employer stock in providing alternative forms of employee compensation; and the uses of qualified deferred compensation plans (pension plans, profit-sharing plans, 401(k) plans, IRAs, SEPs, etc.) in planning for retirement and as supplements to the Social Security and Medicare systems. Students will be required to prepare a short research paper.

TAX 537  The Tools and Techniques of Estate Planning
Prerequisite: Open only to PFP certificate students, MSF, and MBA students. TAX 535 highly recommended.

A survey of estate planning. Topics include (but are not limited to) the federal estate, gift, generation-skipping transfer taxes; transfers at death or in anticipation of death; the uses of trusts; the uses of life insurance; planning for charitable giving at death; the transfer of businesses within families from generation to generation; and valuation strategies. The income taxation of trusts and estates will also be considered. Students will be required to prepare a short research paper.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAX 540</td>
<td>Tax Practice and Procedure</td>
<td>3 Hours</td>
<td>TAX 501 (TAX 501 recommended) and TAX 599</td>
</tr>
<tr>
<td></td>
<td>This course is a study of federal tax practice and procedure. Topics to be considered include audits; administrative appeal procedures; tax forums; organization of the Internal Revenue Service; ruling procedure; statutes of limitations; interest and penalties; assessment; collection (including offers in compromise, liens, levies, and transferee liability); and the Freedom of Information Act. Tax fraud is covered briefly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TAX 545</td>
<td>Tax Ethics, Tax Penalties, and the Law of Tax Return Preparation (Short title: Law of Tax Returns)</td>
<td>3 Hours</td>
<td>TAX 501 recommended. A study of the penalties applicable to taxpayers, their advisors, and their return preparers. The ethical, professional, and legal responsibilities of tax return preparers and tax advisors will be studied, with an emphasis on Treasury Circular 230 and the regulation of tax shelters.</td>
</tr>
<tr>
<td>TAX 550</td>
<td>International Taxation</td>
<td>3 Hours</td>
<td>TAX 510, TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599 The application of the Internal Revenue Code to domestic corporations doing business in foreign countries either through subsidiaries or as branch operations. Topics include planning for expansion into foreign countries and developing countries; factors to consider in deciding whether to create a branch or a subsidiary in a foreign country; the foreign tax credit; dividend requirements; Subpart F; foreign personal holding companies; and current international tax problems and planning. Inter-company pricing will be considered in detail. Also covered are tax treaties; FSCs, foreign currency; and the U.S. tax treatment of foreign persons and foreign businesses engaged in U.S. activity.</td>
</tr>
<tr>
<td>TAX 555</td>
<td>Qualified Deferred Compensation Plans</td>
<td>3 Hours</td>
<td>TAX 501 and TAX 599 This course focuses on the major tax-qualified deferred compensation plans. Particular emphasis is given to pension and profit-sharing plans; section 401(k) plans, stock bonus plans; Individual Retirement Accounts (including Roth and educational IRAs); SEPs; ESOPs; and tax-sheltered annuities. Students will be required to prepare a Form 5500.</td>
</tr>
<tr>
<td>TAX 556</td>
<td>Fringe Benefits and Non-Qualified Deferred Compensation Plans</td>
<td>3 Hours</td>
<td>TAX 501 and TAX 599 This course covers numerous forms of fringe benefits and non-qualified deferred compensation plans available for employees. Topics treated in TAX 555 will not be included.</td>
</tr>
<tr>
<td>TAX 557</td>
<td>State and Local Taxation</td>
<td>3 Hours</td>
<td>TAX 501 (TAX 501 recommended) and TAX 599 This course reviews the conceptual implications and pragmatic applications of taxation at the state and local levels. Students study the implications of multi-state operations of profit-making enterprises, including corporate franchise taxes; intangibles taxes; property taxes; sales and use taxes; death taxes; and state and local income taxes. Also covered are planning for multi-state operations; deciding what state is best for incorporations; and fact-finding for local tax investigations. Approximately 50 percent of the course focuses on the specifics of Michigan taxation.</td>
</tr>
<tr>
<td>TAX 570</td>
<td>Tax Research Paper (Basic)</td>
<td>1 Hour</td>
<td>TAX 500 and concurrent enrollment in TAX 507, TAX 509, TAX 510, TAX 531, or TAX 545. The student will write a paper on a federal income tax topic assigned by the instructor of the concurrent course. The paper topic will relate to the subject material of the concurrent course. The paper will be graded by the concurrent course instructor for tax content and by the director of the MST program for communication skills and for citation form skills. The student’s course grade will, except as noted hereafter, be determined by a weighted average of the three grades assigned. Students receiving a grade of C- or less in any one of the three graded skills will receive that lower grade for the course. Students receiving a grade of C- or less in communication skills or in citation form skills will be required to complete TAX 572 in lieu of repeating TAX 570. Students receiving a grade of C- or less in more than one skill area must obtain permission from the director of the MST program before proceeding further in their studies. Students are required to complete this course no later than concurrently with their seventh MST course. With written permission of the director of the MST program, students may select TAX 573, Thesis in Taxation, in lieu of TAX 570 and TAX 571.</td>
</tr>
<tr>
<td>TAX 571</td>
<td>Tax Research Paper (Advanced)</td>
<td>1 Hour</td>
<td>TAX 570 and completion of 25 hours in the MST program Students enrolled in this course must be concurrently enrolled in an elective course. Because this is an advanced course, a higher degree of competence will be required than was required in TAX 570, the format, requirements, and grading procedures of which will otherwise be followed in this course.</td>
</tr>
<tr>
<td>TAX 572</td>
<td>Technical Tax Writing</td>
<td>1 Hour</td>
<td>Written permission of the program director A course in technical writing for students who require individualized development in their technical communication skills. Upon the recommendation of the director of the MST program, students may be required to take this course in lieu of TAX 570 or TAX 571.</td>
</tr>
</tbody>
</table>
TAX 575  Comprehensive Seminar  1 Hour
Prerequisite: Students must take this course in their final semester in the MST program.

The course will consist of a two-hour true/false and/or multiple-choice examination covering the subject matter of the student’s required MST courses. Elective courses will not be covered. The course is offered only on a pass/fail basis and consists of a single class meeting at 1 p.m. in Room 101 on the Saturday before the beginning of finals week (or such other times as may be announced).

TAX 581  Directed Study in Taxation  1 - 3 Hours
Prerequisite: Written permission of the department chair

A student wishing to investigate a topic not otherwise studied in his/her curriculum may elect a one-to-three-semester-credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required course work with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

TAX 585  Seminar in Taxation  3 Hours
Prerequisite: Announced with each offering of the course

An in-depth coverage of selected topics of current or special interest in the field.

TAX 588  Internship in Taxation  3 Hours
Prerequisite: TAX 599 (TAX 599 may be taken concurrently), TAX 501 (TAX 501 may be taken concurrently), and written permission of the department chair.

Students who have little or no experience in taxation and who are able to arrange a tax internship with a public accounting firm or the tax department of a large corporation may, with the written permission of the director, enroll in this course. Students will be required to report weekly to the director and will be required to do individually determined, supplementary assignments which will be coordinated with their duties as an intern. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

TAX 593  Introduction to Tax  and Business Taxation I  3 Hours
Prerequisite: None. Open only to MST students. Not open to students who have received credit for TAX 590 or TAX 592.

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional research assignments will be required.

TAX 595  Introduction to Tax  and Business Taxation I  3 Hours
Prerequisite: MBA/ACC 500. Not open to MST students.

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional research assignments will be required. Students taking this course are strongly advised to take TAX 596 the next semester enrolled.

TAX 596  Introduction to Tax  and Business Taxation II  3 Hours
Prerequisite: TAX 595. Not open to MST students.

This course is a continuation of TAX 495 and will consider more advanced topics in both general and business taxation. This course is substantially similar in content to TAX 496. However, additional research assignments will be required.

TAX 599  Introduction to Tax Research  3 Hours
Prerequisite: MST students should take this course or TAX 501 as their first course in the MST program.

An introduction to the basic concepts and techniques of tax research, including the use of LEXIS® and RIA Checkpoint®. The relative value of statutes, judicial precedents, administrative interpretations, and legislative history as sources of authority will also be studied at an introductory level; however, emphasis will be placed on the techniques for discovering the sources of authority in tax law. Tax ethics and professional responsibility will be studied, including Treasury Circular 230, AICPA guidelines, and return preparer civil and criminal liability.
Executive Management
Stephanie W. Bergeron, BBA, MBA
President & Chief Executive Officer
Elizabeth A. Barnes, BBE, PHR
Vice President
Chief Human Resources & Administrative Officer
Secretary, Board of Trustees
Jonathan Campbell, BS, MSLS, MS, PhD
Interim Chief Academic Officer & Library Director
Helen C. Kieba-Tolksdorf, BS, MBA, CPA
Vice President
Chief Financial Officer & Treasurer

Administrators
Carey A. Ballard, BS
Interim Marketing Director
Karen Hillebrand, BA
Director
Records and Registration
Janet J. Hubbard, BA
Director
Corporate Relations, Business Leadership Institute
Thomas J. Petz, BS
Director
Office of Online Learning
Terri L. Prosser, BBA, MSM
Assistant Vice President
Academic Administration
Victoria R. Scavone, BBA, MSM
Assistant Vice President
Enrollment and Student Services
Lisa M. T. Schaefer, BS, MSM
Director
Novi Campus
Laurie A. Siebert, BS
Director
Career Services
Mary Cay Sleeman, BS
Director
Academic Administration
Christine L. Stout, BA, MSM
Director
Facilities and Auxiliary Services
Howard J. Thomas, BA, MA
Director
Student Financial Aid
Brant L. Wright, BS, MSF
Director/Controller
Accounting
Walsh College Full-Time Faculty

David Allardice, Professor
Director, Doctoral Program
BS, MS, and PhD, Colorado State University

Richard Berschback, Associate Professor
Chair, Accounting Department
BS and MBA, University of Detroit-Mercy; CPA

Barbara Ciaramitaro, Assistant Professor
BA, Wayne State University; MS, Central Michigan University; PhD, Nova Southeastern University

Laura Frost, Assistant Professor
BS, Lawrence Technological University; MBA, University of Michigan

Linda M. Hagan, Professor
BBA, Eastern Michigan University; MA, University of Arizona; PhD, University of Maryland; APR

Roderic Hewlett, Distinguished Professor
Director, International Business Programs
BS, Cameron University; MAE and DA, Middle Tennessee State University; CFM, CTP

Michael Levens, Assistant Professor
Chair, Undergraduate Business Programs
Director, Business Leadership Institute
BS, Kettering University; MBA, Bond University; PhD, Capella University

Christine Lewandowski, Associate Professor
BS and MBA, University of Detroit-Mercy; CPA

Jeffrey Livermore, Assistant Professor
Chair, Business Information Technology Department
BS, Wayne State University; MSA, Central Michigan University; PhD, Nova Southeastern University

James McHann, Professor
BA, Mississippi College; MBA, Northwestern University; THM, Dallas Theological Seminary; PhD, University of Aberdeen, Scotland

Lee Meadows, Professor
BA, MA, and PhD, Michigan State University

Nanette S. Poullos, Assistant Professor
Director, Information Assurance Center
BA, Western Michigan University; MA, Wayne State University; CISSP, CISM, PMP

Sheila Ronis, Assistant Professor
Director, MBA and MSSL Programs
BS, MA, and PhD, Ohio State University

Marla Scafe, Professor
BS, Michigan State University; MS, Purdue University; PhD, University of Oklahoma

Mark Solomon, Professor
Chair, Business Law and Taxation Department
Director, Master of Science in Taxation Program
BA, Ohio State University; MEd, Cleveland State University; JD, George Washington University; LLM (in taxation), Georgetown University

Gregory Todd, Associate Professor
BS, Western Michigan University; MA, Wayne State University; MSF, Walsh College; CMA

Linda Wiechowski, Professor
Chair, Economics and Finance Department
BAcct, Walsh College; MBA and PhD, Wayne State University

Walsh College Adjunct Faculty

John Alfonsi, Adjunct Assistant Professor
BBA, University of Michigan-Dearborn; MST, Walsh College; CPA, CFE, CVA

Barbara Alpern, Professor Emerita
BA, MA and PhD, University of Michigan

John Anderson, Adjunct Professor
BA, University of Michigan; JD, Michigan State University College of Law

Garry Arbuckle, Adjunct Assistant Professor
BS and MBA, University of Michigan; CCDA, CCNA, CCNP, CCDP

Lynn Ash-Longo, Adjunct Instructor
BS, Michigan State University; MS, Carnegie Mellon University

Louise August, Adjunct Professor
BAcct and MSF, Walsh College; PhD, University of Michigan; CPA

Judy Bailey, Adjunct Professor
BA and MA, University of Michigan; PhD, Michigan State University

Charles Baker, Adjunct Assistant Professor
BA and MA, University of Detroit-Mercy

William Bateman, Adjunct Professor
BBA, Western Michigan University; MSM, Walsh College; DBA, Nova Southeastern University

Brian Bellhorn, Adjunct Assistant Professor
BA, Wayne State University; MSIMC, Walsh College

Lucy Benham, Adjunct Assistant Professor
BGS, University of Michigan; JD, Wayne State University Law School

James Bennett, Adjunct Associate Professor
BS and MBA, University of Detroit-Mercy; CPA

John Black, Adjunct Instructor
BS and MBA, Wayne State University; CPA, CMA, CIA
Walsh College Faculty

Roger P. Bober, Adjunct Assistant Professor  
BBA and MA, Western Michigan University;  
PhD, University of Michigan

Maria Bolen, Adjunct Assistant Professor  
BS and MEd, Saginaw Valley State University; CPA

David Breuhan, Adjunct Assistant Professor  
BS, U.S. Military Academy, West Point; MSF, Walsh College

Willie Brooks Jr., Adjunct Assistant Professor  
BA, St. Mary’s College; MAE and MSF, Walsh College; CFP

Edna Buday, Adjunct Assistant Professor  
BS and MA, Wayne State University

Anthony Burdick, Adjunct Assistant Professor  
BA, University of Michigan; MSPA, Walsh; CPA

Donald Byrne, Adjunct Professor  
BS and MBA, University of Detroit-Mercy;  
PhD, University of Notre Dame

Edward Callaghan, Adjunct Professor  
BS, University of Detroit-Mercy; MBA, Wayne State University;  
PhD, University of Michigan

Patrick Callaghan, Adjunct Professor  
BA, Albion College; MA, Central Michigan University;  
PhD, Wayne State University; SPHR

Albert Callewaert, Adjunct Assistant Professor  
BS and MBA, University of Detroit-Mercy

Ronald J. Calvaneso, Adjunct Assistant Professor  
BS, State University College of New York; MBA, University of Houston;  
OCDBA, CCNA, CCDA, ITMCP, PMP

James Campagne, Adjunct Associate Professor  
BAcct and MST, Walsh College; CPA, PFS

Michael Carbone, Adjunct Assistant Professor  
BS, Oakland University; MSA, Central Michigan University;  
CCP, SPHR

David Castlegrant, Adjunct Assistant Professor  
BA, William Paterson College; MS, Central Michigan University

Frank Castronova, Adjunct Professor  
BA, MA, and PhD, Wayne State University

Christopher Clark, Adjunct Professor  
BA and JD, University of Iowa; MEd, University of Detroit-Mercy

Gary Cummings, Adjunct Assistant Professor  
BS, Purdue University; MS, University of Michigan

Michael Curry, Adjunct Assistant Professor  
BA, Grand Valley State University; MAE, Walsh College

Edward Dallwein, Adjunct Instructor  
BAcct, Walsh College; MBA, Michigan State University; CPA

Kelly Darren, Adjunct Associate Professor  
BAcct, Walsh College; MBA, Oakland University; CPA

Mark Davis, Adjunct Assistant Professor  
BS, Western Michigan University;  
MBA, Wayne State University

Robert Delaney, Adjunct Assistant Professor  
BA, St. Mary’s College; MAE, Walsh College

David Dieterle, Adjunct Associate Professor  
BA and MA, Central Michigan University; MA, Purdue University; PhD, Michigan State University

Perry Driggs, Adjunct Instructor  
MS, Northwestern; MBA, Harvard

Frank Driscoll, Adjunct Assistant Professor  
BS, University of Maryland; MA, University of Detroit-Mercy

Dennis Drury, Adjunct Professor  
BA, DePaul University; BA, Michigan State University;  
JD, University of Michigan

Julie Falk, Adjunct Associate Professor  
BS and MA, Eastern Michigan University

Mark Feinberg, Adjunct Professor  
BGS, University of Michigan; JD and LLM, Wayne State University

Christopher Fitzsimmons, Adjunct Assistant Professor  
BBA, Michigan State University;  
MBA, University of Notre Dame

Robert T. Fleury, Adjunct Assistant Professor  
BBA and MBA, Davenport University;  
CCDA, CCNA, CCNP, CCDP

Fred Foley, Adjunct Professor  
BA, Central Michigan University; MA, Purdue University;  
JD, Wayne State University

Melissa Force, Adjunct Assistant Professor  
BAcct and MSPA, Walsh College; COCF

Anne Forte, Adjunct Assistant Professor  
BS and MSLS, Wayne State University

Lisa M. Foster, Adjunct Instructor  
BBA and MBA, Walsh College; PMP, ITIL Foundation

Manisha Fox, Adjunct Associate Professor  
BBA and JD, University of Michigan; CPA

Craig Fuller, Adjunct Assistant Professor  
BBA, Walsh College; MA, University of Detroit-Mercy; MCA

Russell Fuller, Adjunct Associate Professor  
BAcct, Walsh College; CPA

George Gardner, Adjunct Assistant Professor  
BS and MBA, University of Detroit-Mercy
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Degrees/Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Gassen</td>
<td>Adjunct Associate Professor</td>
<td>BS, Oakland University; MBA, Indiana University; CFA</td>
</tr>
<tr>
<td>Brian Gawne</td>
<td>Adjunct Instructor</td>
<td>BBA, Western Michigan University; CISSP, CISA, CISM, EnCE</td>
</tr>
<tr>
<td>Joseph D. George</td>
<td>Adjunct Assistant Professor</td>
<td>BBA and MBA, Davenport University</td>
</tr>
<tr>
<td>Michelle Goad</td>
<td>Adjunct Assistant Professor</td>
<td>BA, Oakland University; ME, Wayne State University</td>
</tr>
<tr>
<td>W. Don Gottwald</td>
<td>Adjunct Professor</td>
<td>BBA, Northwood University; MS, Central Michigan University; PhD, Wayne State University; CCP, PMP</td>
</tr>
<tr>
<td>Eric Gould</td>
<td>Adjunct Assistant Professor</td>
<td>BBA, University of Michigan; JD, Wayne State University College of Law; LLM, University of Florida</td>
</tr>
<tr>
<td>Pamela Hansel</td>
<td>Adjunct Instructor</td>
<td>BBA, Adrian College; MST, Walsh College; CPA</td>
</tr>
<tr>
<td>Dennis J. Harder</td>
<td>Adjunct Assistant Professor</td>
<td>BBA and MSF, Walsh College</td>
</tr>
<tr>
<td>Steven Harms</td>
<td>Adjunct Professor</td>
<td>BA, Hope College; JD, Michigan State University College of Law</td>
</tr>
<tr>
<td>Marsha Harris</td>
<td>Adjunct Instructor</td>
<td>BAcct, Walsh College; MPA, Oakland University</td>
</tr>
<tr>
<td>John Herrinton</td>
<td>Adjunct Professor</td>
<td>BS and JD, University of Detroit-Mercy; CPA</td>
</tr>
<tr>
<td>Theresa Hilliard</td>
<td>Adjunct Associate Professor</td>
<td>BS, Western State College; MSPA, Walsh College; CPA</td>
</tr>
<tr>
<td>Anthony Hirsch</td>
<td>Adjunct Assistant Professor</td>
<td>BS, Wayne State University; MA, Central Michigan University</td>
</tr>
<tr>
<td>Laurie Horvath</td>
<td>Adjunct Associate Professor</td>
<td>BA, University of Michigan; MBA, Michigan State University; CPA</td>
</tr>
<tr>
<td>Elizabeth Howe</td>
<td>Adjunct Assistant Professor</td>
<td>BA and MA, Michigan State University</td>
</tr>
<tr>
<td>Erik T. Hughes</td>
<td>Adjunct Instructor</td>
<td>BBA and MSBIT, Walsh College, CCNA, MCP</td>
</tr>
<tr>
<td>Jeffrey Hustick</td>
<td>Adjunct Assistant Professor</td>
<td>BA, University of Detroit-Mercy; MBA, Wayne State University</td>
</tr>
<tr>
<td>Norde James, III</td>
<td>Adjunct Assistant Professor</td>
<td>BS and MA, Michigan State University</td>
</tr>
<tr>
<td>Tom Javarinis</td>
<td>Adjunct Assistant Professor</td>
<td>BBA, Detroit College of Business; MBA, Davenport University; PhD, Capella University</td>
</tr>
<tr>
<td>Michael Kadar</td>
<td>Adjunct Instructor</td>
<td>BS, Wayne State University; MBCP, CISSP</td>
</tr>
<tr>
<td>Javad Katibai</td>
<td>Adjunct Assistant Professor</td>
<td>BS and MS, Michigan State University</td>
</tr>
<tr>
<td>William Keller</td>
<td>Adjunct Instructor</td>
<td>BBA and MBA, University of Michigan</td>
</tr>
<tr>
<td>William Keller</td>
<td>Adjunct Instructor</td>
<td>BBA and MBA, University of Michigan</td>
</tr>
<tr>
<td>Jodi Krausman</td>
<td>Adjunct Instructor</td>
<td>BBA and MSA, Walsh College; CPA</td>
</tr>
<tr>
<td>James Krolik</td>
<td>Adjunct Associate Professor</td>
<td>BS and MA, Eastern Michigan University; PhD, University of Michigan; PHR</td>
</tr>
<tr>
<td>Rick Kwan</td>
<td>Adjunct Associate Professor</td>
<td>BS, Benedictine College; MBA, St. Mary’s University</td>
</tr>
<tr>
<td>Ted Lakkides</td>
<td>Adjunct Instructor</td>
<td>BS, Ohio State University</td>
</tr>
<tr>
<td>Janet Lanyon</td>
<td>Adjunct Assistant Professor</td>
<td>BA and JD, University of Michigan</td>
</tr>
<tr>
<td>Daniel Leary</td>
<td>Adjunct Assistant Professor</td>
<td>BEE and ME, University of Detroit-Mercy; MBA, Michigan State University</td>
</tr>
<tr>
<td>Kayla LeBlanc</td>
<td>Adjunct Assistant Professor</td>
<td>BBA-MGT, Walsh College; MBA, Capella University</td>
</tr>
<tr>
<td>Michael Legg</td>
<td>Adjunct Assistant Professor</td>
<td>BS, University of Detroit-Mercy; JD, Michigan State University College of Law</td>
</tr>
<tr>
<td>William F. Lehrer II</td>
<td>Adjunct Assistant Professor</td>
<td>BS, University of Michigan; MBA, Madonna University, CISSP</td>
</tr>
<tr>
<td>Leon E. Lewis</td>
<td>Adjunct Associate Professor</td>
<td>BA and BBA, University of Michigan; MST, Walsh College; CPA</td>
</tr>
<tr>
<td>Xihua (Cissi) Lin</td>
<td>Adjunct Instructor</td>
<td>BS, Zhongshan University; MSA, Central Michigan University; PMP</td>
</tr>
<tr>
<td>Joseph Lipiec</td>
<td>Adjunct Instructor</td>
<td>BS, Embry-Riddle Aeronautical University; MSPA, Walsh College; CPA</td>
</tr>
<tr>
<td>Peter Lund</td>
<td>Adjunct Assistant Professor</td>
<td>BA, Adrian College; MBA, Wayne State University</td>
</tr>
<tr>
<td>Kelly M. Lutz</td>
<td>Adjunct Associate Professor</td>
<td>BA, Wayne State University; MSF, Walsh College; CPA</td>
</tr>
<tr>
<td>Lesia (Muszynskyy) Mahon</td>
<td>Adjunct Assistant Professor</td>
<td>BBA and MSIMC, Walsh College</td>
</tr>
</tbody>
</table>
Walsh College Faculty

James Martin, Adjunct Instructor  
BBA and MS, Eastern Michigan University; CMA, CIA, CFD  

James Maxwell, Adjunct Professor  
BS and MBA, Maryville University; PhD, Webster University; PhD, Indiana State University  

Nicholas McCracken, Adjunct Assistant Professor  
BA, Wayne State University; MBA, University of Michigan  

D. Stuart McCubbrey, Adjunct Assistant Professor  
BA, University of Michigan; MBA, University of Michigan-Dearborn; CIA, CISA, CISSP  

James McGraw, Adjunct Associate Professor  
BS, University of Detroit-Mercy; MBA, University of Michigan  

Andrea Merritt, Adjunct Assistant Professor  
BS and MBA, Wayne State University; CIA  

Richard Mintz, Adjunct Professor  
BA, University of Michigan; JD, Michigan State University College of Law; CCE, CDL  

John Montville, Adjunct Assistant Professor  
BS, Madonna University; MS, University of Detroit-Mercy; CPP, FII Sec  

John Moore, Adjunct Associate Professor  
BBA, University of Notre Dame; MSF, Walsh College; MA, American Military University; CPA  

Glenn A. Moots, Adjunct Associate Professor  
BA, University of Michigan; MA, Louisiana State University; MSF, Walsh College  

Jamie Muter, Adjunct Assistant Professor  
BSF, Ferris State University; MSF, Walsh College; ASA  

Samuel Palmani, Adjunct Assistant Professor  
BBA, Eastern Michigan University; MSM, Walsh College; SPHR, CBP, CCP, PHR  

Alan R. Pangburn, Adjunct Associate Professor  
BBA and MSM, Walsh College; PMP  

Jill Peplinski, Adjunct Assistant Professor  
BA, University of Detroit-Mercy; MA, Eastern Michigan University  

Tom Petz, Adjunct Instructor  
BS, Wayne State University; CISSP  

Michael J. Pezzetti, Adjunct Assistant Professor  
BBA, University of Michigan; JD, Wayne State University; LLM, Wayne State University; CPA  

Richard Pietila, Adjunct Associate Professor  
BS, Northern Michigan University; MA, University of Michigan  

Laura Pogue, Adjunct Professor  
BBA and MBA, University of Michigan; DM, University of Phoenix  

Agnes Postma, Adjunct Instructor  
BSW, Tallinn University; MSA, Walsh College; CPA  

John Poswalk, Adjunct Instructor  
BA and MA, University of Michigan  

Terri Prosser, Adjunct Assistant Professor  
BBA, Rochester College; MSM, Walsh College  

Kenneth Pullis, Adjunct Instructor  
BBA, University of Detroit-Mercy; CPA  

Rick Radners, Adjunct Instructor  
BS, University of Findley; MBA, Walsh College  

Paul Raine, Adjunct Professor  
BSBA, Lawrence Technological University; JD, University of Detroit-Mercy  

Steven Ranger, Adjunct Assistant Professor  
BS, University of Michigan; MSF, Walsh College  

Jeffrey M. Recor, Adjunct Instructor  
BA, Michigan State University; CISSP, CISA, CFE  

Gary Remer, Adjunct Assistant Professor  
BA, Michigan State University; JD, Michigan State University College of Law; CPA  

George Rendziperis, Adjunct Assistant Professor  
BA, Albion College; MSF, Walsh College; JD, Michigan State University College of Law  

Robert Rhoades, Adjunct Assistant Professor  
BA, University of Michigan; JD, University of Detroit-Mercy  

Michael Rinkus, Adjunct Assistant Professor  
BS, Wayne State University; MA, Central Michigan University  

Donna Rochester, Adjunct Assistant Professor  
BS and MSA, Central Michigan University  

Ronald Roman, Adjunct Assistant Professor  
BBA, University of Detroit-Mercy; MSA, Central Michigan University; CIA  

Carol Romej, Adjunct Assistant Professor  
BA, University of Michigan; BBA, Eastern Michigan University; JD, Michigan State University College of Law; LLM, Wayne State University Law School  

George Runstadler III, Adjunct Professor  
BBA and MBA, Wayne State University; JD, University of Detroit-Mercy; LLM, Wayne State University  

Hamed Sadrnia, Adjunct Assistant Professor  
BSME, Michigan Technological University; MSME, University of Cincinnati  

Jennifer Sanderson, Adjunct Instructor  
BBA, Western Michigan University; MST, American University; CPA
Lee A. Sartori, Adjunct Associate Professor
BS and MBA, Oakland University; MST, Walsh College; JD, Michigan State University College of Law; CPA

Ann Saurbier, Adjunct Assistant Professor
BS, Miami University; MSM, Walsh College

Ralph Schmitt, Adjunct Assistant Professor
BS, Pennsylvania State University;
MBA, Brigham Young University

Francis Seyferth, Adjunct Professor
BS, Wayne State University; JD, Michigan State University College of Law; CPA

Robert Shanahan, Associate Professor
BA, Michigan State University; MBA, Wayne State University; CPA

John Sharp, Adjunct Assistant Professor
AB, University of Michigan; JD, Wayne State University

Leonard Sholtis, Adjunct Assistant Professor
BSE, University of Michigan;
MBA, Eastern Michigan University

Randy Sigmond, Adjunct Instructor
BBA-CIS and MSBIT, Walsh College

Eric Skinner, Adjunct Instructor
BSA, University of Michigan; JD, Michigan State University College of Law

Deborah Snyder, Adjunct Professor
BA, MBA, and PhD, Wayne State University

Brian Sullivan, Adjunct Assistant Professor
BS, Michigan State University; MA, Wayne State University; JD, University of Michigan Law School

Punita Sura, Adjunct Assistant Professor
BComm, University of Bombay; MBA, University of Iowa

Mark Sutton, Adjunct Assistant
Bacct and MST, Walsh College; CPA

Frank Turco, Adjunct Instructor
BBA, Temple University; MBA, Indiana University

Tramale Turner, Adjunct Assistant Professor
BS and MBA, Oakland University

Ledio Veseli, Adjunct Assistant Professor
BBA and MBA, Northwood University; MSBIT, Walsh College

Matthew Wirgau, Adjunct Assistant Professor
BS, Ferris State University; MBA, George Washington University

David Wood, Adjunct Assistant Professor
BBA, University of Missouri; MIM, Washington University;
MBA, Lindenwood University; PMP

John Young, Adjunct Assistant Professor
BBA, University of Michigan; MBA, Wayne State University

Arwin Zeissler, Adjunct Assistant Professor
BBA, Eastern Michigan University; MSF and MSPA, Walsh College; CPA
Walsh College Board of Trustees

Richard D. Aginian  
Retired President and Publisher  
Observer & Eccentric Newspapers

Paul D. Ballew  
Executive Director of Market and Industry Analysis  
General Motors Corporation

Stephanie W. Bergeron  
President and Chief Executive Officer  
Walsh College

Richard E. Czarnecki  
Professor Emeritus  
The University of Michigan – Dearborn  
Department of Accounting & Finance

Jon F. Danski

Barbara J. Dobb  
Partner  
Dobb & Sager, CPAs, PLC

Patrick T. Duerr  
Partner  
Honigman Miller Schwartz and Cohn LLP

Walter B. Fisher  
Principal  
Fisher & Co.

Samuel Frankel  
President  
Frankel Associates

Shirley E. Gofrank  
Partner  
Gofrank & Mattina, P.C.

Edward T. Gwilt  
Senior Vice President, Asset Quality Review  
Comerica Bank

Stephen A. Horn  
Retired Chief Executive Officer  
Renaissance Center Venture

William F. Jones, Jr.  
Vice President  
Chrysler Financial

Alan J. Kaufman  
President, Chairman and CEO  
Kaufman Financial Group, Inc.

Kathleen M. Kosmatka  
Partner, Global Employment Services  
Deloitte Tax LLP

Bhushan Kulkarni  
President and CEO  
GDI Infotech, Inc.

N. Patricia Kurtz  
Retired Tax Partner  
Plante and Moran, LLP

Aubrey W. Lee  
Retired Senior Vice President  
Bank One, Michigan

Mark R. McCammon  
Managing Partner  
Strength Capital Partners, LLC

Thomas F. McNulty  
Managing Partner  
The Macke Group, Inc.

Ronald D. Moore  
Chairman of the Board  
RDM Holdings, Ltd.

Robert H. Naftaly  
Retired President and CEO  
PPOM

Michael J. Plotzke  
Chief Financial Officer, Vice President – Finance and Treasurer  
Plastipak Packaging, Inc.

William C. Roney III  
Senior Vice President-Divisional Director  
Raymond James & Associates

Michael A. Semanco  
President and COO  
Hennessey Capital, LLC

Richard T. Walsh  
President  
RT Enterprises

Neal F. Zalenko  
Retired Partner  
Virchow Krause


Walsh College 2007-2008 Catalog
The main campus of Walsh College is located on the east side of Livernois Road, north of Big Beaver Road (16 Mile), in Troy.
From the East/North:  I-696 West to North 5 (exit 1). Exit 12-Mile Road. Turn left on 12-Mile (west) to Meadowbrook Road. Make a “boulevard” left to travel south on Meadowbrook. Follow Meadowbrook to Gardenbrook Road. Turn right (west). Parking lot on right.

From the West/South:  I-96 East to Novi/Walled Lake Exit. Turn right (south) to Grand River. Turn left (east) on Grand River to Meadowbrook Road. Turn left (north) on Meadowbrook Road to Gardenbrook Road. Turn left (west). Parking lot on right.
Walsh College is located at the University Center at Macomb Community College. The location is between Hall Road (M-59) and 19 Mile Road off of Garfield Road at the very south end of the campus. Signage identifying the University Center is clearly visible at the Garfield Road entrance just north of the Macomb Intermediate School District Building.
Fall 2007
Priority Registration ................................................................. August 6 - 12
Regular Registration ................................................................. August 13 – October 3
Winter 2008 Graduation Application Deadline ......................... September 1
Classes Begin ................................................................. September 26
Last Day to Register or Add Classes ........................................... October 3
Last Day for 100% Tuition Refund ............................................. October 3
Last Day to Drop Classes ......................................................... October 9
Last Day for 50% Tuition Refund ............................................. October 9
Withdrawal Period Begins ....................................................... October 10
Last Day to Withdraw ............................................................... November 20
Thanksgiving Recess (No classes) ............................................ November 21 - 25
Final Exam Week ............................................................... December 10 - 15
Semester Ends ................................................................. December 15

Winter 2008
Priority Registration ................................................................. November 12 - 18
Regular Registration ................................................................. November 19 – January 11
Spring 2008 Graduation Application Deadline ......................... December 1
Classes Begin ................................................................. January 4
Last Day to Register or Add Classes ......................................... January 11
Last Day for 100% Tuition Refund ........................................... January 11
Last Day to Drop Classes ......................................................... January 17
Last Day for 50% Tuition Refund ........................................... January 17
Withdrawal Period Begins ...................................................... January 18
Last Day to Withdraw ............................................................... February 28
Final Exam Week ............................................................... March 14 - 20
Semester Ends ................................................................. March 20
Spring 2008
Priority Registration .................................................................February 11 - 17
Regular Registration .................................................................February 18 – April 7
Summer 2008 Graduation Application Deadline .........................March 1
Classes Begin ......................................................................March 31
Last Day to Register or Add Classes ........................................April 7
Last Day for 100% Tuition Refund ...........................................April 7
Last Day to Drop Classes ......................................................April 14
Last Day for 50% Tuition Refund ...........................................April 14
Withdrawal Period Begins ....................................................April 15
Memorial Day Recess (No classes) ...........................................May 26
Last Day to Withdraw .............................................................May 27
Final Exam Week ................................................................June 10 - 16
Semester Ends .....................................................................June 16

Summer 2008
Priority Registration .................................................................May 12 - 18
Regular Registration .................................................................May 19 – July 7
Fall 2008 Graduation Application Deadline .............................June 1
Classes Begin .....................................................................June 27
Independence Day Recess (No classes) .....................................July 4-6
Last Day to Register or Add Classes .......................................July 7
Last Day for 100% Tuition Refund ...........................................July 7
Last Day to Drop Classes ......................................................July 10
Last Day for 50% Tuition Refund ...........................................July 10
Withdrawal Period Begins ....................................................July 11
Last Day to Withdraw .............................................................August 21
Labor Day Recess (No Classes) .............................................September 1
Final Exam Week ................................................................September 9 – 15
Semester Ends .....................................................................September 15
Fall 2008

Priority Registration .................................................................August 4- 10
Regular Registration .........................................................................................August 11 – October 1
Winter 2009 Graduation Application Deadline .........................................September 1
Classes Begin .............................................................................................September 24
Last Day to Register or Add Classes .........................................................October 1
Last Day for 100% Tuition Refund ..........................................................October 1
Last Day to Drop Classes ........................................................................October 7
Last Day for 50% Tuition Refund ..............................................................October 7
Withdrawal Period Begins ........................................................................October 8
Last Day to Withdraw ..............................................................................November 18
Thanksgiving Recess (No classes) .........................................................November 26 - 30
Final Exam Week ......................................................................................December 8 - 13
Semester Ends .........................................................................................December 13
<table>
<thead>
<tr>
<th>Index</th>
<th>123</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Advising</td>
<td>46</td>
</tr>
<tr>
<td>Academic and Professional Conduct</td>
<td>67</td>
</tr>
<tr>
<td>Academic Calendar</td>
<td>67, 116-118</td>
</tr>
<tr>
<td>Academic Curriculum</td>
<td>10</td>
</tr>
<tr>
<td>Academic Dismissal</td>
<td>61</td>
</tr>
<tr>
<td>Academic Honors and Awards</td>
<td>63-64</td>
</tr>
<tr>
<td>Academic Misconduct</td>
<td>67-68</td>
</tr>
<tr>
<td>Academic Policies and Requirements</td>
<td>59-63</td>
</tr>
<tr>
<td>Academic Records</td>
<td>65-67</td>
</tr>
<tr>
<td>Academic Recognition</td>
<td>63</td>
</tr>
<tr>
<td>Academic Standing Policy</td>
<td>60-61</td>
</tr>
<tr>
<td>Acceptable Use Policy</td>
<td>72-73</td>
</tr>
<tr>
<td>Acceptance of Equivalent Credit</td>
<td>18-19</td>
</tr>
<tr>
<td>Accounting Club</td>
<td>56</td>
</tr>
<tr>
<td>Accounting (ACC) Course Descriptions</td>
<td>75-78</td>
</tr>
<tr>
<td>Accounting Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Accreditation and Approvals</td>
<td>6-7</td>
</tr>
<tr>
<td>Add/Drop Policy</td>
<td>53</td>
</tr>
<tr>
<td>Administrators</td>
<td>106</td>
</tr>
<tr>
<td>Admission on a Student Visa</td>
<td>15</td>
</tr>
<tr>
<td>Admission Requirements-Graduate Programs</td>
<td>28</td>
</tr>
<tr>
<td>Admissions Procedures-Graduate Programs</td>
<td>27-28</td>
</tr>
<tr>
<td>Adult Part-time Grant (APTG) Program</td>
<td>49</td>
</tr>
<tr>
<td>Advance Assignments</td>
<td>55</td>
</tr>
<tr>
<td>Advanced Networking Specialization-BSBIT</td>
<td>24</td>
</tr>
<tr>
<td>Advanced Standing Credit</td>
<td>30</td>
</tr>
<tr>
<td>Appealing Grades</td>
<td>67</td>
</tr>
<tr>
<td>Applying for Graduation</td>
<td>62</td>
</tr>
<tr>
<td>Association for Computing Machinery</td>
<td>56</td>
</tr>
<tr>
<td>Audit Specialization-MSIA</td>
<td>35</td>
</tr>
<tr>
<td>Audit Specialization-BSBIT</td>
<td>24</td>
</tr>
<tr>
<td>Audit Student Classification</td>
<td>12</td>
</tr>
<tr>
<td>Bachelor Degree Graduation Requirements</td>
<td>25-26</td>
</tr>
<tr>
<td>Bachelor Degree Minors</td>
<td>20</td>
</tr>
<tr>
<td>Bachelor of Accountancy</td>
<td>21</td>
</tr>
<tr>
<td>Bachelor of Accountancy Professional Core</td>
<td>21</td>
</tr>
<tr>
<td>Bachelor of Accountancy Program Core</td>
<td>21</td>
</tr>
<tr>
<td>Bachelor of Accountancy-Graduation Requirements</td>
<td>25</td>
</tr>
<tr>
<td>Bachelor of Business Administration (BBA)</td>
<td>21-24</td>
</tr>
<tr>
<td>Bachelor of Business Administration Graduation Requirements</td>
<td>25-26</td>
</tr>
<tr>
<td>Bachelor of Business Administration Professional Core</td>
<td>21</td>
</tr>
<tr>
<td>Bachelor of Science in Business Information Technology</td>
<td>24-25</td>
</tr>
<tr>
<td>Bachelor of Science in Business Information Technology-Graduation Requirements</td>
<td>26</td>
</tr>
<tr>
<td>Index</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Communications Policy</td>
<td>61</td>
</tr>
<tr>
<td>Community College Excellence Awards</td>
<td>16, 50</td>
</tr>
<tr>
<td>Competitive Scholarship (CSP) Program</td>
<td>49</td>
</tr>
<tr>
<td>Computer Software, Bookstore</td>
<td>47</td>
</tr>
<tr>
<td>Conferencing Facilities</td>
<td>58</td>
</tr>
<tr>
<td>Confidentiality Statement and Security Information</td>
<td>53</td>
</tr>
<tr>
<td>Core Areas of Excellence</td>
<td>6</td>
</tr>
<tr>
<td>Core Competencies of Walsh College Graduates</td>
<td>9</td>
</tr>
<tr>
<td>Corporate Finance Specialization-MSF</td>
<td>33</td>
</tr>
<tr>
<td>Course Descriptions</td>
<td>75-105</td>
</tr>
<tr>
<td>Course Numbering System</td>
<td>66-67</td>
</tr>
<tr>
<td>Course Waivers</td>
<td>31</td>
</tr>
<tr>
<td>Courses Numbered 200-400</td>
<td>66</td>
</tr>
<tr>
<td>Courses Numbered 500-600</td>
<td>66</td>
</tr>
<tr>
<td>Courses Numbered 700</td>
<td>67</td>
</tr>
<tr>
<td>Credit for Extra-Institutional Learning</td>
<td>19, 29</td>
</tr>
<tr>
<td>Cumulative Grade Point Averages</td>
<td>66</td>
</tr>
<tr>
<td>Degree Completion Policy</td>
<td>62</td>
</tr>
<tr>
<td>Degree Programs</td>
<td>6</td>
</tr>
<tr>
<td>Delta Mu Delta</td>
<td>57</td>
</tr>
<tr>
<td>Digital Forensics Specialization-MSIA</td>
<td>35</td>
</tr>
<tr>
<td>Digital Forensics Certificate</td>
<td>44</td>
</tr>
<tr>
<td>Doctor of Management Admission Criteria</td>
<td>41</td>
</tr>
<tr>
<td>Doctor of Management Core Courses</td>
<td>41</td>
</tr>
<tr>
<td>Doctor of Management Graduation Requirements</td>
<td>42</td>
</tr>
<tr>
<td>Doctor of Management Introduction</td>
<td>41</td>
</tr>
<tr>
<td>Doctor of Management Program Time Limits and Residency Requirements</td>
<td>42</td>
</tr>
<tr>
<td>Doctor of Management Student Handbook</td>
<td>42</td>
</tr>
<tr>
<td>Doctoral Student Classification</td>
<td>11</td>
</tr>
<tr>
<td>Double Majors</td>
<td>20</td>
</tr>
<tr>
<td>Dual Enrollment</td>
<td>20</td>
</tr>
<tr>
<td>Dual Graduate Degrees</td>
<td>31</td>
</tr>
<tr>
<td>Dual Undergraduate Degrees</td>
<td>20</td>
</tr>
<tr>
<td>Duplicating Services</td>
<td>57</td>
</tr>
<tr>
<td>Economics (ECN) Course Descriptions</td>
<td>84-85</td>
</tr>
<tr>
<td>Economics Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>e-Mail Notices</td>
<td>10</td>
</tr>
<tr>
<td>Emergency Closing</td>
<td>57</td>
</tr>
<tr>
<td>Everett M. Hawley, Jr. Taxation Award</td>
<td>64</td>
</tr>
<tr>
<td>Exceptions to Non-Academic College Policies</td>
<td>63</td>
</tr>
<tr>
<td>Exceptions to Tuition Refund Deadlines</td>
<td>48</td>
</tr>
<tr>
<td>Exclusions</td>
<td>31</td>
</tr>
<tr>
<td>Executive Management</td>
<td>106</td>
</tr>
<tr>
<td>Faculty-Full-Time</td>
<td>107</td>
</tr>
<tr>
<td>Faculty-Adjunct</td>
<td>107-111</td>
</tr>
<tr>
<td>Family Educational Rights and Privacy Act (FERPA)</td>
<td>65</td>
</tr>
<tr>
<td>Federal Parent Loan (PLUS) Program</td>
<td>49</td>
</tr>
<tr>
<td>Federal Pell Grant Program</td>
<td>49</td>
</tr>
<tr>
<td>Federal Subsidized &amp; Unsubsidized Stafford Loan Program</td>
<td>49</td>
</tr>
<tr>
<td>Federal Supplemental Educational Opportunity Grant Program (SEOG)</td>
<td>49</td>
</tr>
<tr>
<td>Finance (FIN) Course Descriptions</td>
<td>85-88</td>
</tr>
<tr>
<td>Finance and Economics Club</td>
<td>56</td>
</tr>
<tr>
<td>Finance Certificate</td>
<td>43</td>
</tr>
<tr>
<td>Finance Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Financial Aid and Scholarships</td>
<td>49-52</td>
</tr>
<tr>
<td>Financial Aid Eligibility</td>
<td>49</td>
</tr>
<tr>
<td>Financial Aid Entrance Interview</td>
<td>50</td>
</tr>
<tr>
<td>Financial Aid Exit Interview</td>
<td>50</td>
</tr>
<tr>
<td>Financial Aid, Federal Programs</td>
<td>49</td>
</tr>
<tr>
<td>Financial Aid, State Programs</td>
<td>49</td>
</tr>
<tr>
<td>Financial Services Specialization-MSF</td>
<td>33</td>
</tr>
<tr>
<td>Financial Executive Institute Award</td>
<td>64</td>
</tr>
<tr>
<td>Financial Need</td>
<td>49</td>
</tr>
<tr>
<td>Firman H. Hass Writing Award</td>
<td>64</td>
</tr>
<tr>
<td>Food Service</td>
<td>57</td>
</tr>
<tr>
<td>General Procedures and Regulations</td>
<td>64</td>
</tr>
<tr>
<td>Grade Changes</td>
<td>67</td>
</tr>
<tr>
<td>Grade Point Averages (GPA)</td>
<td>66</td>
</tr>
<tr>
<td>Grades</td>
<td>66</td>
</tr>
<tr>
<td>Grading System</td>
<td>59-60</td>
</tr>
<tr>
<td>Graduate Degree Programs</td>
<td>27-40</td>
</tr>
<tr>
<td>Graduate Student Classification</td>
<td>11</td>
</tr>
<tr>
<td>Graduation Application Deadlines</td>
<td>62</td>
</tr>
<tr>
<td>Graduation, Applying for</td>
<td>62</td>
</tr>
<tr>
<td>Group Work Policy</td>
<td>62</td>
</tr>
<tr>
<td>Guest Student</td>
<td>11, 46</td>
</tr>
<tr>
<td>Guest Student at Another Institution</td>
<td>11</td>
</tr>
<tr>
<td>Guest Student at Walsh College</td>
<td>11</td>
</tr>
<tr>
<td>History, Walsh College</td>
<td>7-8</td>
</tr>
<tr>
<td>Hold, Academic Standing</td>
<td>55</td>
</tr>
<tr>
<td>Hold, Administrative</td>
<td>55</td>
</tr>
<tr>
<td>Hold, Admissions</td>
<td>55</td>
</tr>
<tr>
<td>Hold, Final Transcript</td>
<td>55</td>
</tr>
<tr>
<td>Hold, Financial Aid</td>
<td>55</td>
</tr>
<tr>
<td>Hold, Library</td>
<td>55</td>
</tr>
<tr>
<td>Holds</td>
<td>54</td>
</tr>
<tr>
<td>Honors Fast Track Program</td>
<td>19</td>
</tr>
<tr>
<td>Index</td>
<td>Page</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
</tr>
<tr>
<td>Honors List</td>
<td>63</td>
</tr>
<tr>
<td>Human Resource Management Certificate</td>
<td>43</td>
</tr>
<tr>
<td>Human Resources Management Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Hybrid Courses</td>
<td>13</td>
</tr>
<tr>
<td>Indebtedness to Walsh College</td>
<td>48</td>
</tr>
<tr>
<td>Information Assurance (IA) Course Descriptions</td>
<td>89-91</td>
</tr>
<tr>
<td>Information Assurance Certificate</td>
<td>43-44</td>
</tr>
<tr>
<td>Information Assurance Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Information Assurance Specialization-BSBIT</td>
<td>25</td>
</tr>
<tr>
<td>Information Assurance Specialization-MSIS</td>
<td>35</td>
</tr>
<tr>
<td>International Business Certificate</td>
<td>44-45</td>
</tr>
<tr>
<td>International Business (IB) Course Descriptions</td>
<td>91-92</td>
</tr>
<tr>
<td>International Student Association</td>
<td>56</td>
</tr>
<tr>
<td>International Undergraduate and Graduate Admissions Procedures</td>
<td>14-15</td>
</tr>
<tr>
<td>International New Student Orientation</td>
<td>16</td>
</tr>
<tr>
<td>International Business Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>International Student Admissions Procedures</td>
<td>14</td>
</tr>
<tr>
<td>International Student Advising</td>
<td>15-16</td>
</tr>
<tr>
<td>International Student Classification</td>
<td>12</td>
</tr>
<tr>
<td>International Student Enrollment Classification</td>
<td>15</td>
</tr>
<tr>
<td>International Student Financial Aid</td>
<td>16</td>
</tr>
<tr>
<td>International Student Scholarship Categories</td>
<td>16</td>
</tr>
<tr>
<td>International Student-Change of Major</td>
<td>16</td>
</tr>
<tr>
<td>IT Audit Certificate</td>
<td>44</td>
</tr>
<tr>
<td>Jeffery W. Barry Endowed Scholarship</td>
<td>16, 50</td>
</tr>
<tr>
<td>Library</td>
<td>52</td>
</tr>
<tr>
<td>Locations</td>
<td>13</td>
</tr>
<tr>
<td>Lost and Found</td>
<td>57</td>
</tr>
<tr>
<td>Major Grade Point Average</td>
<td>66</td>
</tr>
<tr>
<td>Management (MGT) Course Descriptions</td>
<td>92-96</td>
</tr>
<tr>
<td>Map-Walsh College Clinton Township Campus</td>
<td>115</td>
</tr>
<tr>
<td>Map-Walsh College Novi Campus</td>
<td>114</td>
</tr>
<tr>
<td>Map-Walsh College Troy Campus</td>
<td>113</td>
</tr>
<tr>
<td>Marketing (MKT) Course Descriptions</td>
<td>96-98</td>
</tr>
<tr>
<td>Marketing Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>31-32</td>
</tr>
<tr>
<td>Master of Business Administration (MBA) Course Descriptions</td>
<td>98-100</td>
</tr>
<tr>
<td>Master of Business Administration Graduation Requirements</td>
<td>39</td>
</tr>
<tr>
<td>Master of Science in Accountancy</td>
<td>32</td>
</tr>
<tr>
<td>Master of Science in Accountancy Graduation Requirements</td>
<td>39</td>
</tr>
<tr>
<td>Master of Science in Finance</td>
<td>33-34</td>
</tr>
<tr>
<td>Master of Science in Finance Graduation Requirements</td>
<td>39</td>
</tr>
<tr>
<td>Master of Science in Information Assurance</td>
<td>34</td>
</tr>
<tr>
<td>Master of Science in Information Assurance-Graduation Requirements</td>
<td>39</td>
</tr>
<tr>
<td>Master of Science in Information Systems</td>
<td>35-36</td>
</tr>
<tr>
<td>Master of Science in Information Systems-Graduation Requirements</td>
<td>39</td>
</tr>
<tr>
<td>Master of Science in International Business</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in International Business-Graduation Requirements</td>
<td>40</td>
</tr>
<tr>
<td>Master of Science in Strategic Leadership</td>
<td>37</td>
</tr>
<tr>
<td>Master of Science in Strategic Leadership-Graduation Requirements</td>
<td>40</td>
</tr>
<tr>
<td>Master of Science in Taxation</td>
<td>38-39</td>
</tr>
<tr>
<td>Master of Science in Taxation-Graduation Requirements</td>
<td>40</td>
</tr>
<tr>
<td>Master’s Degree Graduation Requirements</td>
<td>39-40</td>
</tr>
<tr>
<td>MBA Association</td>
<td>56</td>
</tr>
<tr>
<td>Michigan Tuition Grant (MTG) Program</td>
<td>49</td>
</tr>
<tr>
<td>Michigan Work Study (MWS) Program</td>
<td>49</td>
</tr>
<tr>
<td>Mission Statement</td>
<td>6</td>
</tr>
<tr>
<td>Multicultural Awards</td>
<td>16, 50</td>
</tr>
<tr>
<td>National Association of Black Accountants, Inc.</td>
<td>56</td>
</tr>
<tr>
<td>New Student Orientation</td>
<td>46</td>
</tr>
<tr>
<td>Newsletters</td>
<td>10</td>
</tr>
<tr>
<td>Non-Academic Issue Resolution</td>
<td>70-71</td>
</tr>
<tr>
<td>Non-Degree Course Work</td>
<td>31</td>
</tr>
<tr>
<td>Non-Degree Student Classification</td>
<td>11</td>
</tr>
<tr>
<td>Non-Discrimination Policy</td>
<td>7</td>
</tr>
<tr>
<td>Non-Native Speakers of English</td>
<td>15</td>
</tr>
<tr>
<td>Non-Sufficient Fund Checks Policy</td>
<td>48</td>
</tr>
<tr>
<td>Notice of Policy Changes</td>
<td>10</td>
</tr>
<tr>
<td>Online Course Environment</td>
<td>13</td>
</tr>
<tr>
<td>Online Degree Programs</td>
<td>13</td>
</tr>
<tr>
<td>Personal Financial Planning Certificate</td>
<td>45</td>
</tr>
<tr>
<td>Personal Financial Planning Specialization-MSF</td>
<td>33</td>
</tr>
<tr>
<td>Prerequisite Policy</td>
<td>53</td>
</tr>
<tr>
<td>Probation</td>
<td>60-61</td>
</tr>
<tr>
<td>Project Management Certificate</td>
<td>45</td>
</tr>
<tr>
<td>Project Management Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Project Management Specialization-MSIS</td>
<td>36</td>
</tr>
<tr>
<td>Provisional Status</td>
<td>29</td>
</tr>
<tr>
<td>Pursuing a Second Graduate Degree at Walsh College</td>
<td>30</td>
</tr>
<tr>
<td>Qualitative Factor</td>
<td>52</td>
</tr>
<tr>
<td>Quantitative Factor</td>
<td>52</td>
</tr>
<tr>
<td>Quantitative Methods (QM) Course Descriptions</td>
<td>100</td>
</tr>
<tr>
<td>Topic</td>
<td>Page(s)</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Readmission to Walsh College</td>
<td>19, 29</td>
</tr>
<tr>
<td>Readmission After Dismissal</td>
<td>61</td>
</tr>
<tr>
<td>Registration Confirmation</td>
<td>53</td>
</tr>
<tr>
<td>Registration Materials</td>
<td>10</td>
</tr>
<tr>
<td>Registration Policies and Regulations</td>
<td>53-55</td>
</tr>
<tr>
<td>Repeating Courses</td>
<td>67</td>
</tr>
<tr>
<td>Research Institute of America Graduate Tax Award</td>
<td>64</td>
</tr>
<tr>
<td>Residency Policy</td>
<td>61-62</td>
</tr>
<tr>
<td>Room Assignments</td>
<td>55</td>
</tr>
<tr>
<td>Satisfactory Academic Progress Appeal Process</td>
<td>52</td>
</tr>
<tr>
<td>Satisfactory Academic Progress for Financial Aid Recipients</td>
<td>52</td>
</tr>
<tr>
<td>Scholarship Application Deadlines</td>
<td>51</td>
</tr>
<tr>
<td>Scholarship Criteria</td>
<td>51</td>
</tr>
<tr>
<td>Scholarships</td>
<td>50-51</td>
</tr>
<tr>
<td>Scholarships, Endowed and Annual</td>
<td>51</td>
</tr>
<tr>
<td>Selection of Courses</td>
<td>53</td>
</tr>
<tr>
<td>Semester Grade Point Averages</td>
<td>66</td>
</tr>
<tr>
<td>Servicemembers Opportunity Colleges</td>
<td>12</td>
</tr>
<tr>
<td>Sexual Harassment Policy &amp; Procedures for dealing with Allegations</td>
<td>69-70</td>
</tr>
<tr>
<td>Special Needs Services</td>
<td>46</td>
</tr>
<tr>
<td>Stanley W. Smith Taxation Manuscript Award</td>
<td>64</td>
</tr>
<tr>
<td>Strategic Leadership Specialization - MBA</td>
<td>32</td>
</tr>
<tr>
<td>Strategic Leadership Course Description (SL)</td>
<td>100-102</td>
</tr>
<tr>
<td>Student Classifications</td>
<td>10-12</td>
</tr>
<tr>
<td>Student Clubs</td>
<td>56</td>
</tr>
<tr>
<td>Student Conduct and Appeals Procedure</td>
<td>70-71</td>
</tr>
<tr>
<td>Student Enrollment Classification</td>
<td>13</td>
</tr>
<tr>
<td>Student Government</td>
<td>56</td>
</tr>
<tr>
<td>Student Personal Information</td>
<td>64</td>
</tr>
<tr>
<td>Student and Visitor Conduct</td>
<td>68-69</td>
</tr>
<tr>
<td>Student Requests for Exceptions to Academic Policy</td>
<td>63</td>
</tr>
<tr>
<td>Substance Abuse Policy</td>
<td>69</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>4-5</td>
</tr>
<tr>
<td>Tax Aspects of Financial and Estate Planning Specialization-MST</td>
<td>38</td>
</tr>
<tr>
<td>Taxation (TAX) Course Descriptions</td>
<td>102-105</td>
</tr>
<tr>
<td>Taxation Certificate</td>
<td>45</td>
</tr>
<tr>
<td>Taxation of Corporations Specialization-MST</td>
<td>38</td>
</tr>
<tr>
<td>Taxation of Small Businesses and Their Owners Specialization-MST</td>
<td>38</td>
</tr>
<tr>
<td>Taxation Specialization-MBA</td>
<td>32</td>
</tr>
<tr>
<td>Technology Usage Policies and Disciplinary Measures</td>
<td>72-74</td>
</tr>
<tr>
<td>Transcripts, Academic</td>
<td>65</td>
</tr>
<tr>
<td>Transcripts, Request of</td>
<td>66</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>47</td>
</tr>
<tr>
<td>Tuition Payments, Deferred Tuition Payment Plan</td>
<td>47</td>
</tr>
<tr>
<td>Tuition Payments, Financial Aid/Scholarship/Veteran’s Benefits</td>
<td>47</td>
</tr>
<tr>
<td>Tuition Payments, Minimum Tuition Payment</td>
<td>47</td>
</tr>
<tr>
<td>Tuition Payments, Third Party Payment Vouchers</td>
<td>47</td>
</tr>
<tr>
<td>Tuition Rate Assessment</td>
<td>48</td>
</tr>
<tr>
<td>Tuition Refund Policy</td>
<td>48</td>
</tr>
<tr>
<td>Tuition Refund Policy Affecting Financial Aid Recipients</td>
<td>50</td>
</tr>
<tr>
<td>Tutoring</td>
<td>46</td>
</tr>
<tr>
<td>Undergraduate Admission Procedures</td>
<td>17-18</td>
</tr>
<tr>
<td>Undergraduate Admission Requirements</td>
<td>18</td>
</tr>
<tr>
<td>Undergraduate and Graduate Earned Credit Policy</td>
<td>60</td>
</tr>
<tr>
<td>Undergraduate Change of Major</td>
<td>20</td>
</tr>
<tr>
<td>Undergraduate Degree Programs</td>
<td>21-25</td>
</tr>
<tr>
<td>Undergraduate Student Classification</td>
<td>10</td>
</tr>
<tr>
<td>Undergraduate Students Taking Graduate Courses</td>
<td>60</td>
</tr>
<tr>
<td>Veteran Student Classification</td>
<td>12</td>
</tr>
<tr>
<td>Values Statement</td>
<td>6</td>
</tr>
<tr>
<td>Vision Statement</td>
<td>6</td>
</tr>
<tr>
<td>Walsh College Alumni Association (WCAA)</td>
<td>57</td>
</tr>
<tr>
<td>Walter B. Fisher Award for Excellence in Accounting</td>
<td>64</td>
</tr>
<tr>
<td>Welcome to Walsh College</td>
<td>3</td>
</tr>
<tr>
<td>Withdrawal Policy</td>
<td>54</td>
</tr>
</tbody>
</table>