

Core Course Waiver Process 2009-2010

Welcome to Ross! While some of you joined the Evening MBA program in January 2009, others are beginning the program effective this Fall. For all of you, this document outlines some curriculum decisions that you will want to make during the next few months.

An overview of the [Evening MBA Core Courses and Degree Requirements](#) is available on iImpact. We encourage you to familiarize yourself with this information before pursuing a waiver. The Ross MBA Core Course Curriculum consists of an integrated set of core courses which will help you develop a foundation for efficient and effective leadership and decision-making skills. Elective courses build on that foundation, allowing you to focus on your area of interest while completing degree requirements. The “first sequence” of courses—those that do not have any prerequisites—cover a foundation of courses and introduces some of the functional areas, while more functional area courses are included in the “second sequence” of courses.

Some of you, because of your work and prior classroom experience, may consider whether or not you would like to waive one of your core courses. If you waive a core course, you will have more time in your degree for additional electives. Use the information included here to determine if you are eligible to waive a core class, as we offer opportunities to waive any core course except STRATEGY 503 and STRATEGY 601.

NOTE: No credits toward degree are granted for waived courses, regardless of the method used to waive.

What courses/degree requirements can be waived?

(For more information about a specific course or degree requirement see [Core Course Waiver Details](#))

- [ACC 501](#) - Principles of Financial Accounting
- [ACC 551](#) - Principles of Managerial Accounting
- [BE 501](#) - Applied Microeconomics
- [BIT 551](#) – Information Systems
- [FIN 551](#) – Financial Management and Policy
- [MKT 501](#) – Marketing Management
- [MO 501](#) – Human Behavior and Organization
- [OMS 501](#) – Applied Business Statistics
- [OMS 551](#) – Introduction to Operations
- [Business Law or Ethics Requirement](#)
- [Communication Requirement](#)

What courses cannot be waived?

(For more information about a specific course or degree requirement see [Core Course Waiver Details](#))

- [STRATEGY 503](#) – World Economy
- [STRATEGY 601](#) – Corporate Strategy

These two courses must be completed at the University of Michigan-Ann Arbor campus.

How do I waive a core course?

There are two different methods for waiving core courses:

- [Waiver request](#)
- [Waiver exam](#)

Core courses may be waived by either a waiver request or a waiver exam, but not both. Refer to the [Core Course Waiver Summary Table](#) or to the [Core Course Waiver Details](#) to see which method applies to each course.

How to Submit a Waiver Request

Waiver requests are granted by showing mastery and requisite knowledge of the course material through either previous academic experience, prior completion of coursework at Ross, professional experience and/or professional designation.

1. Complete a [Core Course Waiver Request Form](#) for each course you wish to waive. List only one course per form.
2. Submit the required supporting documentation. Review the “waiver requirements” section for each course to ensure that you are submitting all the necessary material with your waiver request. **Waivers will not be accepted without attached documentation.**
 - a. Waivers based on prior academic experience must submit a transcript or a photocopy of a transcript, with the relevant course work **highlighted**. Course syllabi should be attached to improve the ability of faculty to review requests.
 - b. Waivers based on prior course completion may be granted for successfully completing a MBA core course at the Ross School of Business within two years prior to entering the MBA program. The minimum course grade must have been a “Pass.” Students who have completed coursework at Ross must submit a transcript or a photocopy of a transcript, with the relevant course work **highlighted**.
 - c. Waivers based on professional experience must include a resume as well as any other relevant documentation.
 - d. Waivers based on a professional designation (such as CPA, CA, CMA or JD) must provide a copy of the relevant professional certification.
3. Submit the [Core Course Waiver Request Form](#) and the required supporting documentation before the applicable deadline (noted in the following section). Submissions may be made by mail, fax, email or hand delivery to:

Office of Student Affairs
Stephen M. Ross School of Business
University of Michigan
701 Tappan St., Room E2420
Ann Arbor, MI 48109-1234
Fax 734-763-8883
rossacadservices@umich.edu

4. Waiver Request Deadlines

JUNE 8*	Deadline for students whose first term in the Evening MBA program was Winter 2009
MID-AUGUST*	Deadline for students whose first term in the Evening MBA program will be Fall 2009

*These deadlines apply to waiver requests for courses that will affect your Fall 2009 course schedule (e.g. if you plan to take a course in Fall that requires the waived course as a prerequisite, or if you plan to take the course in the Fall if it is not successfully waived). Waivers for courses affecting future terms will be accepted and reviewed on a rolling basis.

Waiver Exam Details

Waiver exams are typically scheduled once a year before the beginning of the Fall term. Exams must be taken on the day and time that they are offered. No pre-registration is required to attend an exam. Review the [Waiver Exam Schedule](#) for more information about dates, times, and FAQs for exams.

How will I know if my waiver request/exam is approved or denied?

You will receive email notification stating whether your waiver request or exam has been approved or denied via the email address listed in your [iMPact profile](#). (Be sure to keep this email address updated over the summer.) Requests received by June 8 should be reviewed by July 9. Requests received by mid-August should be reviewed before the first day of the Fall term.

If you have questions about your waiver results please email the appropriate faculty contact as listed in the [Core Course Waiver Summary Table](#).

What do I do after I receive my waiver results?

For each class for which you have submitted a waiver request or taken the waiver exam, you may be in one of three situations:

- 1) You **successfully waived** the class, but still desire to take it.
 - Register for the class via [Wolverine Access](#) in the term that works best with your schedule.
 - Please note these exceptions:
 - CPA and CA holders are not eligible to take or receive credit for ACC 501.
 - JD holders and JD students are not eligible to take Business Law courses for credit unless they obtain permission from the instructor.
- 2) You **successfully waived** the class and wish to take another course in its place (remember that waiving out of a core course does not earn you course credits towards the MBA degree);
 - Register for another core course, an elective based on the waived core course, or any other elective business class via Wolverine Access.
 - If you have a flexible work schedule, consider graduate level courses in other programs at the University of Michigan-Ann Arbor. Courses typically must be listed at the 500 level or above and be listed in the [Rackham Graduate School Bulletin](#) to receive credit toward the MBA degree. The [Schedule of Courses](#) (Time Schedule) published by the Registrar's Office will list the classes offered each term.
- 3) You were **denied your waiver request** and must now take the core course.
 - If your waiver request for a particular core course is denied or if you failed the waiver exam, you must register for the core class at some point during your MBA career.

Advice on Waiving Core Courses: Some Pros & Cons

Because each of the MBA core courses will provide you with skills that will contribute to your success in other course work as well as your professional career, the decision to waive a core course should not be taken lightly. However, we do encourage our students to seek course waivers in subject areas where they believe they have extensive backgrounds.

Advantages of Waiving

- **Avoid review of familiar material.** If you were an undergraduate business major, have taken the course material before, or have work experience in the topic area, the core class may be repetitive.
- **Concentrate on your area of interest right away.** Waiving a core class allows you to begin taking elective classes immediately in your desired area (providing the elective you want to take has space available and does not require a prerequisite other than what you just waived).
- **Explore different subject areas.** If you are undecided about your career direction, taking an elective early exposes you to different topics and may help you narrow your focus.
- **Gain more interaction with other Evening MBAs.** Prior MBAs have found that as a result of waiving a core course, they were able to take electives and interact with Evening MBA students who were farther along in the program. This allowed them to create contacts, learn more about the program and job search experience, and form valuable friendships.

Disadvantages of Waiving

- **Core courses cover all the basics.** If you have had experience in one subject area, but don't plan to take any further courses in the field, the core may be a good place to review the basic principles. The core courses also provide an excellent way to brush up on the basics before taking more in-depth courses in the area. Core courses do cover a lot of challenging material in a short time, and you may encounter new ideas that you didn't see in your undergraduate program.

Summary of Things to Do

1. Review the [Evening MBA Core Courses and Degree Requirements](#), as well as the course descriptions on our [website](#).
2. Review the [Course Waiver Summary Table](#) and/or the [Core Course Waiver Details](#). Evaluate the course descriptions and waiver requirements in light of your previous course work and work experience.
3. If you feel you may qualify for a waiver request, complete a [Core Course Waiver Request Form](#) for each course you wish to waive. **Ensure that all supporting materials (transcripts, syllabi, resume, explanatory notes, etc.) are attached as noted in the "Waiver Requirements" section for each course for which you are submitting a waiver request.**
4. Submit all waiver requests to the Office of Student Affairs so that they arrive no later than **June 9** if you are a Winter 2009 Admit, and **mid-August** if you are a Fall 2009 Admit.
5. If you plan to take a waiver exam, review the [Waiver Exam Schedule](#) for the correct date and time. Pre-registration for waiver exams is **not** required.

Core Course Waiver Summary Table

Evening MBA Program

CORE COURSE/ DEGREE REQUIREMENT	WAIVER REQUEST ACCEPTED?			WAIVER EXAM OFFERED?*	FACULTY CONTACT
	Based on Academic Experience	Based on Professional Experience	Based on Professional Designation		
ACC 501	YES	No	YES	No	Greg Miller millerg@mich.edu
ACC 551	YES	YES	YES	No	Michal Matejka matejka@umich.edu
BE 501	YES	No	No	No	Jagadeesh Sivadasan jagadees@umich.edu
BIT 551	YES (partial)	YES	No	No	Dennis Severance severanc@umich.edu
FIN 551	No	No	No	YES	Sreedhar Bharath sbharath@umich.edu
MKT 501	YES	No	No	No	Tom Kinnear tkinnea@umich.edu
MO 501	YES	No	No	No	Scott DeRue dsderue@umich.edu
OMS 501	No	No	No	YES	Peter Lenk plenk@umich.edu
OMS 551	YES	YES (partial)	No	No	James Reece jsreece@umich.edu
STRATEGY 503	No	No	No	No	
STRATEGY 601	No	No	No	No	
BUSINESS LAW	YES	No	YES	No	George Siedel gsiedel@umich.edu
ETHICS	YES	No	No	No	David Hess dwhess@umich.edu
COMMUNICATION	No	No	No	YES	Andrea Morrow aandrea@umich.edu

*Please check the [waiver exam link](#) for actual dates and times for waiver exams, as they will be scheduled into pre-term activities.

Continue to [Core Course Waiver Details](#), which includes specific information regarding each core course and degree requirement.

Core Course Waiver Details FALL 2009

ACC 501: Principles of Financial Accounting

Course Description: The core Financial Accounting course introduces the fundamental concepts and methods used in the preparation and analysis of corporate financial statements. The primary emphasis is directed toward obtaining an understanding of the accounting for certain transactions and economic events with respect to the measurement of the associated assets, liabilities, and related income and cash flow consequences. This level of understanding includes insights into the fundamental strengths and limitations of the financial reporting process. The knowledge obtained in this class provides an important set of tools that are vital for anyone – management, investors, analysts, consultants – who will be expected to use financial statements in a meaningful way.

Contrary to the methods of many undergraduate introductory accounting courses, we adopt a “user perspective” rather than a “preparer perspective” – emphasizing the analysis and interpretation of financial statements rather than the mechanics behind their construction. To do this effectively requires some knowledge of the “nuts and bolts” of accounting (debits and credits, journal entries, etc.) but these are only a means to an end and not the primary objective of the course. The course emphasizes analysis of actual financial reports to apply the basic concepts and methods of financial reporting to issues such as long-term assets, inventory, revenue recognition, receivables, cash flows, international operations and fundamental analysis. Most students will find that the coverage of financial reporting in a single undergraduate financial accounting course will be insufficient to replicate the experience of ACC 501.

Waiver Requirements: Waiver requests for ACC 501 may be submitted based on academic experience or professional designation only. Waiver requests are not accepted based on professional experience. A waiver exam is not offered for ACC 501.

- 1. Waiver Request based on Academic Experience:** In general, requires successful completion of a minimum of two courses in financial accounting (i.e., through the undergraduate intermediate level). Please note that one introductory course in financial accounting and one introductory course in managerial accounting will not normally be deemed sufficient.
- 2. Waiver Request based on Professional Designation:** Certified Public Accountants (CPA) and Chartered Accountants (CA) will automatically be waived from ACC 501 with documentation and cannot take or receive credit for this course.

ACC 551: Principles of Managerial Accounting [prerequisite ACC 501]

Course Description: This course considers decision making in organizations where the decisions involve the generation, analysis, or use of financial information. The major topics in this course are cost management systems and management control systems. Cost management systems develop product and service cost information for pricing and other decisions. Traditional and activity-based costing systems are discussed. Management control systems focus on the measurement and control of managerial performance. Business unit measures, such as ROI, EVA, and the balanced scorecard are discussed. Methods useful for both performance evaluation and control, such as variance analysis, are also discussed. Throughout the course, a managerial viewpoint is stressed. Cases are used.

Waiver Requirements: Waiver requests for ACC 551 may be submitted based on academic experience, professional experience or professional designation only. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** Two undergraduate courses in **managerial (not financial)** accounting are required. Coursework must consist of two undergraduate courses (one introductory course such as ACC 272 or equivalent and one intermediate course such as ACC 315 or equivalent) or one equivalent graduate level course.
2. **Waiver Request based on Professional Experience:** Extensive experience will be considered if it includes experience with design or implementation of costing systems.
3. **Waiver Request based on Professional Designation:** Certified Public Accountants (CPA), Chartered Accountants (CA), and Certified Management Accountants (CMA) will automatically be waived from ACC 552 with documentation; however they may choose to take and receive credit for this course.

BE 501: Applied Microeconomics

Course Description: This course provides students with the foundations of microeconomic analysis. The primary objective is to develop the abilities of students to apply fundamental microeconomic concepts to a wide range of managerial decisions, as well as public policy issues. Foundation topics include: costs and supply behavior of the firm; consumer behavior and market demand; market forces, price formation and resource allocation; international trade and trade restrictions; and, market power and price-setting behavior. Students will also be introduced to more advanced aspects of microeconomic analysis. Advanced topics include: decision-making with risk and imperfect information; oligopoly and game theory; and, complex pricing strategies.

Waiver Requirements: Waiver requests for BE 501 may be submitted based on academic experience only. Waiver requests are not accepted based on professional experience or professional designation. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** Students who were undergraduate economics majors within the past 7 years will be waived based on: (1) GPA of "B" or better for undergraduate economic courses, and (2) list of courses appearing on the transcript must include intermediate microeconomics. Waiver petitions from non-economics majors will be considered on a case-by-case basis. The faculty will consider both the number of microeconomics classes taken and the grades received.

BIT 551: Information Systems

Course Description: Information matters. It is a source of power, a tool for control, and for some of today's most successful companies, the basis of competitive advantage. In this course, we ask, "How can information create value?" How can business managers gather it, focus it, and leverage it to increase revenues, decrease costs, or lower investment? Information technology is an essential enabler of these actions, and the continuing evolution of information technology creates a constant stream of new opportunities, but this course is not primarily about technology. Rather it is focused on the value that is possible and the complex processes of management that are necessary to realize that value. The course is structured around two models. The Business Architecture Model describes how strategy, performance goals, business processes, organizational infrastructure, and technology infrastructure interact to produce results. The Journey of Business Change Model describes the steps necessary to move from an inadequate business architecture to one that generates greater value. We apply these concepts in case studies drawn from a range of industries including manufacturing, financial services, healthcare, and retailing.

Waiver Requirements: Waiver requests for BIT 551 may be submitted based on professional and academic experience only. Waiver requests are not accepted based on professional designation. A waiver exam is not offered.

1. **Waiver Request based on Professional and Academic Experience:** A waiver may be granted primarily on the basis of relevant work experience combined with undergraduate course work in the management of information systems. A good waiver candidate would have 3 or more years of experience as an information systems analyst or as a leader of IT-enabled business change. Note that a technical background in computer or information systems is not required for the course and not relevant for a waiver request.

FIN 551: Financial Management and Policy [prerequisites ACC 501 and OMS 501]

Course Description: The course is primarily devoted to the principles of financial valuation. We will first discuss the concept of present value in extensive detail, and then apply the principles of valuation to value (a) real projects (or what is commonly referred to as capital budgeting) and (b) financial securities (stocks and bonds) under certainty. Since financial decision-making virtually always involves risk and uncertainty, we will then introduce the concept of risk, and the relation between risk and return. We will integrate our knowledge of cash flows with our understanding of risk to modify capital budgeting techniques in the presence of risk and uncertainty. The course concludes with an introductory treatment of the effects of financing on capital budgeting decisions. Although the concepts of competitive capital markets and market efficiency will not be covered in a separate session, they will be woven in the fabric of the course.

Waiver Requirements: FIN 551 may be waived only by exam. Waiver requests will not be accepted based on academic or professional experience or professional designation. A waiver exam for this course will be offered before the beginning of the Fall term.

1. **Waiver Exam:** This exam will test you on the fundamentals of Financial Management & Policy. The basic concepts that will be covered are: Time Value of Money, Capital Budgeting, and Risk and Return. A good way to prepare for this exam is to review Chapters 1 through 15 of Corporate Finance by Ross, Westerfield, and Jaffee, 8th Edition. Please gauge your knowledge of the topics by doing as many problems as you can. You may consider taking the waiver exam if you have had a graduate-level finance course and 2 to 3 years of work experience in the finance field. Students should carefully review the [FAQ information](#) for FIN 551 when considering this waiver exam. The [Waiver Exam Schedule](#) lists the date, time and location of the exam.

MKT 501: Marketing Management

Course Description: This course is concerned with understanding 1) an entity's own goals and abilities, and 2) its potential and existing customers and competitors as bases for setting objectives and making decisions about products, services, pricing, promotion, and distribution. The ability to analyze current situations and objectives, recognize impediments, and generate solutions is the foundation for creating, achieving, and maintaining competitive advantage. This is a management-oriented course designed to give students an integrative framework for analyzing marketing programs and making marketing decisions. Leveraging the Business School's action-based learning approach, student teams take an active part in course development by creating cases based on their own areas of interest. The course consists of a mixture of lectures, student case presentation, in-class exercises, and a case-based final examination.

Waiver Requirements: Waiver requests for MKT 501 may be submitted based on academic experience only. Waiver requests are not accepted based on professional experience or professional designation. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** Prior work experience is not sufficient to waive this course. Completion of a course on marketing management and strategy is required. The course must be similar to the marketing core course and completed in the past 5 years with a grade of "B" or better. Provide a note detailing the topics that were covered in the course, a copy of the course syllabus and the name of the textbook that was used.

MO 501: Leading People and Organizations

Course Description: This course introduces key frameworks that will help students (1) better understand the root causes of human attitudes and behavior in organizations and (2) use this knowledge to identify best practices that will help them become high-potential leaders who are able to leverage individual and organizational strengths and avoid/address problematic dynamics in organizations. The frameworks selected for this course reflect those most relevant and useful in today's business environment and build on students' personal experiences in organizations. Specific topics include understanding organizational culture, empowering and motivating employees, creating high performing teams, leveraging diversity, developing political awareness and skills, and achieving results through the effective leadership of human capital. Students will learn these frameworks and best practices through cases, simulations, self-assessments, movies, discussions, and assignments. The course provides essential foundations for MAP, subsequent electives in management and organizations, and ultimately your long-term professional success.

Waiver Requirements: Waiver requests for MO 501 may be submitted based on academic experience only. Waiver requests are not accepted based on professional experience or professional designation. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** Undergraduate coursework and prior work experience are not sufficient to waive this course. To waive, completion of a **graduate-level** course on individual and organizational-level behavior (both must be addressed) is required. Courses must be similar to the MO core course and have been completed in the past 5 years with a grade of "B" or better. Provide a note detailing the topics that were covered in the course, a copy of the course syllabus and the name of the textbook that was used.

OMS 501: Applied Business Statistics

Course Description: This course introduces MBA students to widely-used, powerful, analytical procedures for making business decisions. The course broadly surveys decision making with and without uncertainty. Deterministic decision making models are used for constrained optimizations problems, such as linear programming, integer programming, and nonlinear optimization. In addition to setting up the objective function and constraints in EXCEL and obtaining an optimum, the course covers important concepts such as shadow prices and reduced cost. Decision making under uncertainty introduces probability assessments into the decision model, and the optimal decision maximizes expected value or utility. Topics include probability, expected value, opportunity cost, expected value of perfect information and multi-stage decision trees. The uncertainty in decision making can be reduced by collecting data and performing a statistical analysis. The course covers basic statistics and graphics, correlations, normal and binomial distribution, inference, hypothesis testing, and regression analysis.

Waiver Requirements: OMS 501 may be waived by exam only. Waiver requests are not accepted based on academic or professional experience, or by professional designation. A waiver exam for this course will be offered before the beginning of the Fall term. **Note that only one exam time will be offered per year.**

1. **Waiver Exam:** Most introductory statistics texts are sufficient for the material on decision making under uncertainty and statistics. Some examples of standard texts are: Ken Black, Business

Statistics; Wiley & Sons, Management Science (chapters on constrained optimization and linear, integer and mixed programming); Powell & Black, Management Science; and Statistics for Management and Economics, Sixth Edition, by Gerald Keller and Brian Warrack, Duxbury Press. The material on deterministic optimization can be found in operations research or operations management texts such as Production & Operations Management, Sixth Edition, by Richard Chase and Nicholas Aquilano, Irwin Publishing, Linear Programming Supplement. Additional information can be found online at <http://www.sce.carleton.ca/faculty/chinneck/po.html> or <http://www.ece.northwestern.edu/OTC/>. Students should carefully review the [FAQ information](#) for OMS 501 when considering this waiver exam. A more detailed description of the OMS 501 placement exam is available at: http://webuser.bus.umich.edu/plenk/plex/OMS501_Placement_Exam.htm. The [Waiver Exam Schedule](#) lists the date, time and location of the exam.

OMS 551: Introduction to Operations [prerequisite OMS 501]

Course Description: This course prepares students to think managerially and analytically about operations processes, and to use the results of analysis to make things work better, faster and cheaper. Operations management studies the value-creating processes by which inputs of materials, labor, capital and information are transformed into products and services which customers want and are willing to pay for. These processes can be managed well or poorly. Knowledge introduced in this course will help you understand the reasons for both.

Waiver Requirements: Waiver requests for OMS 551 may be submitted based on academic or professional experience only. Waiver requests are not accepted based on professional designation. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** To waive this course, at least 6 credit hours of prior course work in operations management are required. The courses must have been taken within the past 7 years with a letter grade of "B" or better in each one. Model-oriented operations research or management science courses are not considered to be operations management courses.
2. **Waiver Request based on Professional Experience:** Extensive operations management experience will be considered in lieu of no more than 3 credit hours of course work. Waiver requests must be accompanied with relevant transcripts and, if applicable, documentation of prior operations management work experience.

STRATEGY 503: World Economy

Course Description: The march of globalization continues, and international markets are pivotal to the operations of virtually all corporations. As companies intensify their international presence, the need to understand the economic and political challenges associated with the global environment increases. Such challenges are the focus of this course. This course explores the theories and concepts that are crucial to understanding the global location and structure of industries, the politics of trade and investment, and the impact of globalization on firm strategy. Various learning methods are used in the course, including in-class lectures, discussion of current events in the world economy, and case analysis.

STRATEGY 503 cannot be waived by either waiver request or waiver exam. This course must be completed at the University of Michigan-Ann Arbor while enrolled in the MBA program. (The only exception that will be granted is for students who successfully completed this course at the Ross School of Business within two years prior to entering the MBA program.)

STRATEGY 601: Corporate Strategy [prerequisite ACC 501]

Course Description: This course focuses on the job, perspective, and skills of the general manager in diagnosing what is critical in complex business situations and finding realistic solutions to strategic and organizational problems. It is designed to build upon previous required coursework in the MBA program drawing upon the integration of various functional and technical areas and providing a "total business" perspective. Since the focus is on pragmatic, action-oriented, general management skills, the course will be taught primarily through the case method.

STRATEGY 601 cannot be waived by either waiver request or waiver exam. This course must be completed at the University of Michigan-Ann Arbor while enrolled in the MBA program. (The only exception that will be granted is for students who successfully completed this course at the Ross School of Business within two years prior to entering the MBA program.)

Business Law or Ethics Requirement

As part of the core requirements, students must complete or waive out of either a Business Law **or** an Ethics course during their MBA program. Students enrolled in the dual JD/MBA program or who have a Juris Doctorate are exempt from this requirement and may not take Business Law courses for credit without instructor permission.

The following courses fulfill this core requirement and may be taken in either the first or second year. Course descriptions are listed on the [Department of Law, History and Communication website](#):

BA 512	Ethics of Corporate Management	1.5 crs
LHC/ES 504	Legal Aspects of Entrepreneurship	2.25 crs
LHC 506	Corporate Governance	1.5 crs
LHC 507	Law of Finance and Banking	1.5 crs
LHC 508	Securities Law	2.25 crs
LHC 509	Intellectual Property Law	2.25 crs
LHC 511	Legal Environment of Business	3.0 crs
LHC 512	Introduction to Business Law	1.5 crs
LHC 513	Law of Marketing	1.5 crs
LHC 514	Employment Law for Managers	1.5 crs
LHC 515	International Business Law	1.5 crs
LHC 516	Law of Enterprise Organization	3.0 crs
LHC 517	Law of Business Organizations	2.25 crs
LHC 582	Real Estate Law	3.0 crs

Please note: The following Business Law and Ethics courses are electives only and do not meet the Law/Ethics requirement: LHC 503, LHC 510, LHC 518, LHC 532, and BA 513.

Waiver Requirements - Business Law: Waiver requests may be submitted based on academic experience or professional designation. Waiver requests are not accepted based on professional experience. A waiver exam is not offered.

1. **Waiver Request based on Academic Experience:** Waiving the business law requirement requires completion of **graduate** courses in business law with demonstration of sophisticated knowledge of legal concepts, standards, systems and institutions in the context of business entities and commercial transactions. Factors that will be considered before granting a waiver request include: how recently

the graduate courses were taken, the number of graduate courses, the depth and rigor of the graduate courses, the student's performance in the graduate courses and, if the graduate courses were taken in a non-U.S. jurisdiction, whether the topics covered were sufficiently international in scope to provide understanding of both code and common law legal systems. Please provide a copy of your transcript with the relevant graduate courses highlighted together with copies of your syllabi for the graduate courses.

- 2. Waiver Request based on Professional Designation:** Students enrolled in the joint JD/MBA program or who have a Juris Doctorate are exempt from this requirement **and may not take Business Law courses for credit unless they obtain permission from the instructor.**

Waiver Requirements - Ethics: Waiver requests may be submitted based on academic experience only. Waiver requests are not accepted based on professional experience or professional designation. A waiver exam is not offered.

- 1. Waiver Request based on Academic Experience:** Waiving the ethics requirement requires that a student has had a **graduate** business ethics course that considered contemporary business ethics theories including social contract (Donaldson & Dunfee and/or Keeley), rights-based (Werhane), stakeholder (Freeman), virtue (Solomon or Shaw) and multiple alternative (Hosmer) theories among others. If a course from philosophy, theology or jurisprudence included these business ethics theories, they may be acceptable depending upon the extent of coverage. Clearly not acceptable are courses in professional ethics such as law or accounting; neither are generalized discussion courses on business ethics without the above referenced theoretical material. Waiver requests must include a copy of your transcript with the relevant graduate courses highlighted as well as copies of your syllabi for the graduate courses.

Communication Requirement

The [MBA Communication Requirement](#) can be fulfilled through course work or a waiver exam. Unlike other MBA waiver exams, however, Evening MBA students have multiple opportunities to take the exam, should they not pass the first time. This flexibility in test taking, as well as flexibility in course options, allows students to select the option that best fits their curriculum objectives.

Option 1: Take the Communication Waiver Exam and receive a passing score.

The Communication Waiver Exam is offered near the start of each Fall term (typically in July/August). The Communication Waiver Exam presents a specific management situation and requires a written persuasive response. The written response is evaluated for clarity of thought, organization and development of ideas, audience awareness, persuasive appeal and English usage.

The Communication Waiver Exam is a managerial writing test and is different from the GMAT Analytical Writing Assessment, which is an academic writing test. This difference is significant. The Ross exam is directly related to the kind of on-the-job writing that MBAs will encounter in the workplace. It presents students with a communication case involving a critical management situation that requires a written response. For example, students may be asked to provide arguments in favor of keeping a sales training program or to describe actions an employee must take to significantly improve performance. Written responses are evaluated for managerial writing ability. Each response is evaluated with the following question in mind: To what extent does this student understand how to select, develop and organize content, employ language and syntactical choices and use persuasive appeals to achieve management goals?

While you can take a practice test at any time, the actual waiver exam will be available starting at 12:01 am on **Monday, July 20** until 11:59 pm on **Monday, August 17**.

Students who have not successfully completed the assessment will need to fulfill the Communication requirement with course work.

Option 2: Take one of the following courses and receive a passing grade.

- LHC 520 (3.0 crs)
- LHC 521 (1.5 crs)
- LHC 522 (1.5 crs)
- LHC 524 (1.5 crs)
- LHC 560 (3.0 crs)

For further details about the Communication Requirement and Communication courses, please review the [Communication website](#) and the [MBA Communication Waiver Exam Gateway website](#). The Gateway website will give you access to a Practice Waiver Exam site, as well as the opportunity to schedule an appointment with a Communication Consultant for feedback on your practice exam.